



THE INDEPENDENT

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BUSINESS REVIEW

ABOUT BUSINESS PEOPLE FOR BUSINESS PEOPLE

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'The plane is going to Turkey,' said the official. 'But don't tell the refugees. They might refuse to get on'

BY ANDREW BUNCOMBE in Skopje

"THE PLANES are all going to Turkey but we would kindly like to ask the reporters not to tell the refugees because we have had problems," said the stern woman in the navy-blue trouser suit.

The refugees thought they were going to Germany where many Albanians have relatives, but a rude shock was awaiting them.

The woman continued: "Many refuse to get on to the buses and the aeroplanes when we tell them where they are really going."

The spokeswoman for Skopje International Airport was not making a sick joke, she was frostily serious. Even as she spoke a bus-load of Kosovo refugees was delivered to the airport entrance. These exhausted people were made to stand in yet another queue for yet another forced exile. They looked numb with bewilderment, terrified and helpless.

"We have been told we are going to Germany," said Fatmir Beuteschi, 23, pushing his head through the window of the runway bus that was taking him to the Bulgarian chartered Tupolev airliner. He did not know the awful truth of his exile even at this late point.

"I want to go to Germany. I have relatives in Germany."

Informed that he, his sister and his wife were going to Turkey, his face dropped in disbelief. He was speechless.

Macedonia is turning nasty. The government has made it clear it wants nothing to do with the refugees from Kosovo who have swarmed across its borders. It only agreed to let them cross when it received an assurance from the West that the refugees would be airlifted out. Now it is resorting to trickery, lies and brute force to speed up the process.

Under the cover of darkness on Monday night, 1,491 refugees



Refugees from Kosovo crossing their hands as a symbol of their loss of freedom as they are forced on to an aircraft yesterday at Skopje airport, Macedonia, bound for Turkey. Darko Bandic/AP

were flown out of Skopje airport on 10 flights, all but one of which were heading for Turkey. It shows Milosevic is feeling the heat," a Downing Street source said. "We have expected a diplomatic play from Milosevic. We won't fall for it. You know what our conditions are for suspending the air campaign. Until those conditions are met, it will continue."

British officials said it was no coincidence Serbia had launched its peace initiative after the heaviest night of bombing in the two-week campaign. Last night, the sirens were sounding again in Belgrade. Serbian leaders protested that the offer was sincere.

"This is not a show. This is a question of fighting for the life and death of all the Serbs and Albanians of this country," the deputy prime minister Vuk Draskovic said. He painted an unlikely picture of Serbian officials crossing the Yugoslav border into the squalid refugee camps of Albania and Macedo-

nia to ask their "dear Albanian neighbours and citizens to come back".

Far from responding to the appeal, terrified refugees continued last night to stream out of Kosovo. British officials said 65,000 refugees remained stranded in a no man's land on the frontier between Kosovo and Macedonia, while there were now 135,000 refugees in Macedonia and 220,000 in Al-

bania. Macedonia flew 340 refugees to Turkey, in spite of the fact that many did not know where they were going and clearly did not want to leave.

"We don't want to go to Turkey, nobody told us," shouted one 18-year-old, carrying his disabled nephew onto the aircraft.

The UN refugee chief, Sadako Ogata, accused Serbia of attempting to wipe out Kosovo's identity. Opening an emer-

gency meeting in Geneva of more than 50 governments on Kosovo, the UNHCR leader said the extent of "ethnic cleansing" in Kosovo may be far worse than the carnage in Bosnia from 1992-5. "It is frightening that this century, as in its darkest hours, should end with the mass deportation of innocent people," she said.

Western governments have been expecting a Serb peace offensive for days, especially after Serbian state television started parading the discredited Kosovo Albanian leader Ibrahim Rugova deep in conversation with President Milosevic.

While the Government is keen to suggest Belgrade is on its knees, an alternative explanation is that Serbia has got what it wanted in Kosovo and now wants to consolidate its battlefield gains.

The expulsion of several hundred thousand Albanians has shifted Kosovo's demographic balance in Serbia's favour, while the Yugoslav army has humiliated the rebels fight-

yards to the other aircraft. The West had previously agreed that an airlift was the only feasible way to deal temporarily with the refugees. A number of nations, including Britain, the United States, Germany and Norway, have agreed to house more than 100,000 refugees between them. The first of these refugee flights is due to take place today.

But it is the manner in which the Macedonians have acted that has sparked international concern. "We strongly oppose

this operation because people are being sent away and families are being split up," said a spokeswoman for the United Nations High Commissioner for Refugees.

"These people have been through enough distress and this is adding to it. I have lost count of the number of people who have come up to us in the camps and said their families are being put on the planes against their will."

Last night, the Macedonian Prime Minister, Ljubco Georg-

ievski, brushed aside such criticisms, telling *The Independent* that his officials had told the refugees where they were going. "It is unfortunate that there is such negative propaganda that the foreign media have aimed at our country," he said.

Mr Georgievski said Macedonia was being forced to deal with the refugee problem with only meagre assistance from the West. "The Republic of Macedonia is the only innocent victim of this war," he said.

Milosevic offer of truce is met with more bombs

BRITAIN AND the United States dismissed Serbia's declaration of a unilateral ceasefire as a crude ploy yesterday, and said the bombing campaign would go on until Serbia reversed its "ethnic cleansing" of Albanians in Kosovo.

Belgrade said the Yugoslav army would cease all attacks on the Kosovo Albanians from 7pm last night as "a goodwill gesture" ahead of the Orthodox Easter festivities. Like Russians, Serbs overwhelmingly belong to the Orthodox Church.

London and Washington were unimpressed, however. The White House shot back that an "undiminished, unrelenting and unceasing" air campaign would continue. "Hollow, half measures will not stop the bombing."

Britain said Nato would ignore the ceasefire until President Slobodan Milosevic withdrew troops from Kosovo, accepted an international peace force in the province and allowed the return of the 350,000 Albanian refugees who

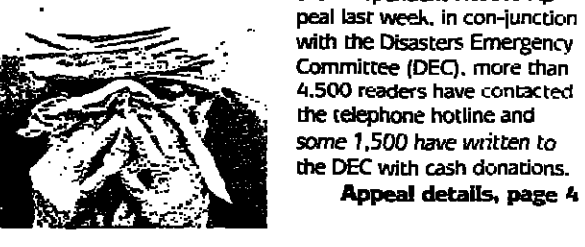
BY MARCUS TANNER

have been driven out since last year. "It is a sign of weakness. It shows Milosevic is feeling the heat," a Downing Street source said. "We have expected a diplomatic play from Milosevic. We won't fall for it. You know what our conditions are for suspending the air campaign. Until those conditions are met, it will continue."

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READERS RAISE £150,000

KOSOVO APPEAL



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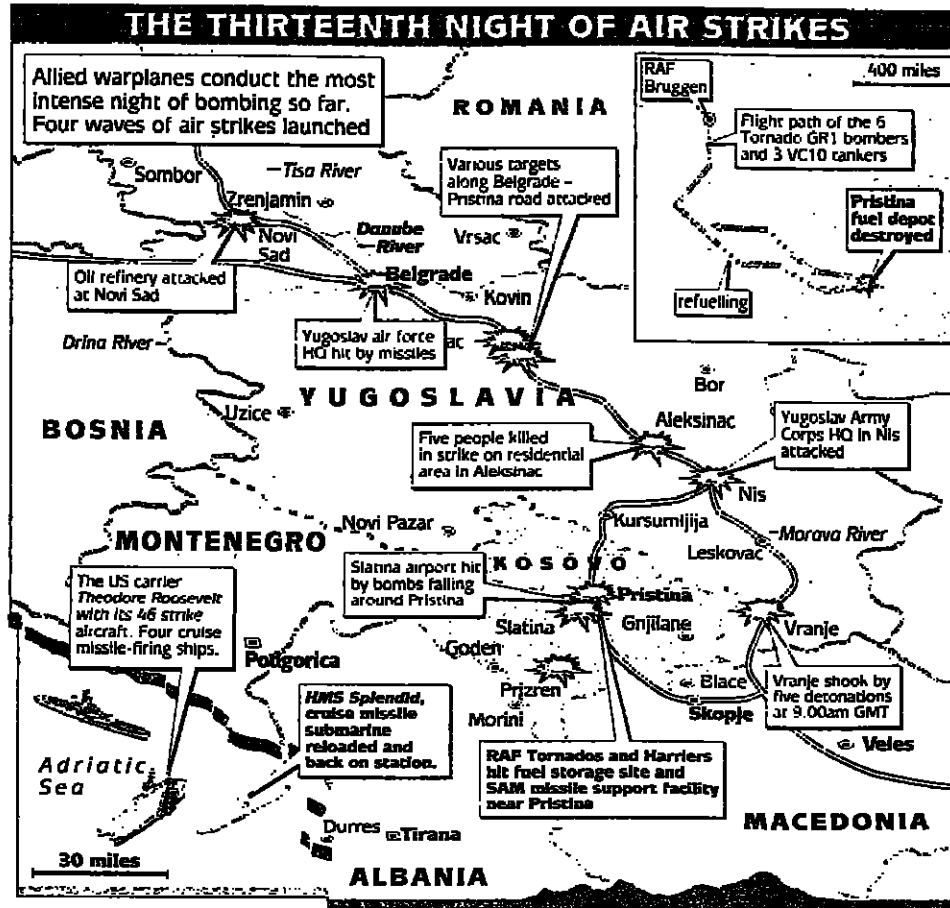
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An inhabitant of the Serb town of Aleksinac after it was hit by what were described as three Nato missiles. Reuters



Nato 'sorry' for the damage

BOMBING

By Marcus Tanner

NATO SAID it was "sorry" yesterday for bombing blocks of flats in the south Serbian town of Aleksinac, killing five civilians and wounding another 30. Three Nato missiles crashed into the mining town on Monday night by mistake, causing the worst civilian casualties in Nato's two-week campaign.

A man and his daughter were among the dead. Two others were pensioners. Police said at least 50 to 60 houses were destroyed or damaged.

Speaking in Brussels, a Nato spokesman, Air Commodore David Wilby, blamed a technical fault and promised an investigation. "It is possible that one of our weapons fell short of the target," he said. "Despite our meticulous and careful pre-attack planning, the law of statistics will at some stage go against us. Whatever the reason, any unintended damage to civilian property or loss of life is very much regretted."

Nato bombers targeted Aleksinac, 120 miles south of Belgrade, as it is the headquarters of the Yugoslav Army's 203rd Mixed Artillery Brigade. But local residents said the alliance had no excuse for targeting the centre of town. "The army barracks are a mile away," said Suzana Turk, who had been next-door to a house which took a direct hit.

The Secretary of State for Defence, George Robertson, said the bombing of Aleksinac was "regrettable" but insisted some casualties and errors were inevitable in a campaign of this size. He also accused the Serbian authorities of wantonly increasing the risk to their own population by hiding military assets in residential areas, schools and factories. He said the the Serbs were doing this to evade detection and bombing by Nato missiles.

RAF hits Serb ground troops

RAF HARRIERs launched their first attack against Serb ground troops in Kosovo yesterday as Nato unleashed the most intense series of raids in its two-week campaign.

After two frustrating days of daylight patrols over Kosovo when they failed to find any targets, the Harrier GR7s dropped cluster bombs on mobile units of the Yugoslav army.

Pilots returning to their base at Gioia del Colle in southern Italy expressed confidence that they destroyed their targets, believed to include tanks and other armoured vehicles.

Group Captain Ian Travers Smith, spokesman at the base, said: "I think today they thought they had got the results they deserved, and so did I."

The attack was part of the increased effort against army and special police units in Kosovo responsible for atrocities and "ethnic cleansing".

AIR STRIKES

By John Davison

It followed Nato's most intense night of bombing, when four waves of aircraft were launched against military targets throughout Yugoslavia as allied forces took advantage of clear weather.

The assault included a successful operation by five of the Harriers and six Tornado GR1 bombers flying from Germany against a fuel depot and a ground-to-air missile support site near Pristina.

Only one of the Harriers failed to identify its target and returned without dropping its bombs.

The success for the Harriers followed eight days of missions being aborted because of bad weather or technical failures.

It has considerably raised morale at the base. Wing Com-

mander Graham Wright, in overall command of the RAF detachment in southern Italy, said: "People were over the moon, because we had done something productive."

The ground attacks used BL-755 cluster bombs, a well-established weapon with a high "kill" probability against a range of armoured or "soft" targets such as trucks.

They are typically launched from low altitudes of 500ft to 1,000ft.

Each bomb weighs 600lb and after release launches 147 armour-piercing bomblets which can cover an elliptical area the size of a football field.

The bomblet is about 6in long when fired and deploys a nose probe for detonation and a fan-like parachute behind to

slow its rate of fall and make sure that it hits the target at the right angle.

On impact the casing also shatters, to send anti-personnel fragments flying. One bomblet has enough explosive power to knock out a tank.

"The RAF have had versions of this weapon since the 1970s, but they are still wicked little bastards. I'm sure this will have shaken the Serbs up," said Wing Commander Ken Petrie, a defence analyst.

"If you get a mixture of soft-skinned vehicles and tanks within its footprint area, then this weapon can do a hell of a lot of damage."

A Ministry of Defence briefing in London was shown video footage of three attacks by RAF aircraft carried out on Monday

night against a fuel dump near Pristina. All the bombs were seen to hit their targets.

It was also explained how the Tornados, supported by three VC-10 tanker aircraft, flew from RAF Bruggen in Germany and refuelled over the Mediterranean and the Adriatic before going to their target. The bombers refuelled again before all the aircraft returned in formation to Germany. All Nato aircraft returned safely from missions on Monday.

George Robertson, Secretary of State for Defence, pledged that the attacks would carry on until Nato had secured its aims.

"We are systematically cutting the sinews of Milosevic's war machine," he said. "The outcome is not in doubt. We shall continue with our attacks as long as necessary to ensure that Milosevic is defeated in this vile ethnic war."

TIMETABLE

Tuesday 6 April

12.30am: Authorities in Aleksinac, 106 miles from Belgrade, say five people killed in Nato attack.

10am: Russia sends first batch of aid.

10.30am: 1,000 Kosovo refugees arrive in Turkey after being flown from Macedonia.

1pm: World Red Cross movement says it is launching \$68m appeal.

4pm: Yugoslavia declares unilateral truce in Kosovo for Orthodox Easter.

4.10pm: Britain demands

withdrawal of Serb forces and an international force to supervise the return of all refugees to Kosovo.

4.15pm: The US says it will temporarily house 20,000 refugees at naval base at Guantanamo, Cuba.

4.55pm: Sweden agrees to take up to 5,000 Kosovo Albanian refugees.

5pm: Yugoslav Deputy Prime Minister Vuk Draskovic asks refugees to return home immediately in light of the ceasefire.

5.30pm: Britain dismisses Yugoslav truce offer as a diplomatic ploy. US also rejects offer.

d with
peal

VISITORS
TROPICAL HOUSE
ROYAL BOTANICAL GARDENS

Had a lovely time, Heidi Jenkins, Kent

This place is marvellous John & Paula Bridges USA

Very interesting for Conditioning Department, Wolfsburg Germany.

VISITORS
TROPICAL HOUSE
ROYAL BOTANICAL GARDENS



For two hours, they recited the names of the Lockerbie dead

IT TOOK almost two hours to read out the names of the 270 people who died when Pan Am flight 103 exploded over the Scottish town of Lockerbie.

Yesterday, in a makeshift police station on a disused American air base in Holland, a Scottish policeman read the two suspected bombers each of those names and told the men that they were being charged with the victims' murders.

Interpreters translated the arrest warrants and the charges into Arabic.

Abdel Basset al-Megrahi and Lamen Khalifa Fhimah, dramatically turned over by Libya on Monday, are now incarcerated in the twin temporary cells that make up what has become Her Majesty's Prison Zeist. A plaque bearing the new name was erected on the premises yesterday. A flag will follow shortly.

A governor and deputy governor have been appointed. Prison staff, who outnumber their charges by 60 to one, spent most of yesterday watching British football on cable television and sports results on

BY KATHERINE BUTLER
in Zeist, The Netherlands

Ceefax. The "prison" is on the windswept 100-acre former air base now under Scottish jurisdiction for the purposes of what could become the biggest criminal trial in British history.

Yesterday, the men had their first day in court, where a Scottish judge, Graham Cox QC, the Sheriff of Strathclyde South, Dumfries and Galloway, remanded them in custody to await formal committal for trial within nine days. The pair are charged with murder, conspiracy to murder and breach of the Air Security Act 1982.

The hearing in Sheriff Cox's temporary chambers, complete with a polystyrene lion and unicorn royal crest on the wall took just five minutes. The only word the accused uttered was "yes" in Arabic to confirm their identities.

The pair, flanked by interpreters, police and UN observers made no declaration or plea - that will come only at the beginning of the trial.

Late on Monday, shortly

after being flown by helicopter into Camp Zeist in handcuffs and bullet-proof vests, the two men were arrested by Chief Superintendent Tom McCulloch, the detective who led the Lockerbie investigation.

By yesterday afternoon they had been transferred from police custody into temporary prison cells inside a two-storey red-brick former army barracks. A permanent, bomb-proof prison on the site is still under construction, as is the permanent court where the case will be heard by three Scottish High Court judges.

Steel grids and razor wire cover the windows, giving the building an air of a heavily fortified hospital or student hall of residence.

Scottish officials were careful to stress that HM Prison Zeist has a prayer room and a compass mounted on the wall to tell the men which way to turn for Mecca. The Libyans' Muslim dietary requirements are being met with specially prepared halal meals. The men's brothers, who accompanied them from Tripoli on Monday, also spent the first night at the site.

It is unlikely that they will stay for the duration - the trial could take up to two years. Under Scottish law, proceedings must begin within 110 days of next week's committal for trial, but this period can be extended if both the defence and the prosecution agree.

Scottish Office officials admitted that the defence teams, consisting of one Scottish Advocate, one Scottish solicitor and one Libyan lawyer each, will have to work quickly to respond to the evidence amassed by the prosecution in the 10 years since the bombing. As well as murder and conspiracy to murder, the men

have been charged with violation of the Air Security Act, a crime that carries a life sentence.

Warrants for the men's arrests were first issued by a Dumfries and Galloway sheriff in 1991, three years after a three-year investigation into the bombing.

There was no access for the

media. Yesterday morning, as the charges were being read to the accused, the world's cameras trained their lenses through the 10ft fence around the prison perimeter.

The only people admitted to the site other than staff were caterers, milkmen and building contractors.

Incongruously, the air mu-

seum at the former base is being kept open throughout the trial. Yesterday it played host to hundreds of Dutch families taking advantage of the Easter holidays.

Most of them were oblivious to the presence of the accused men - and to the police, armed with sub-machine-guns, who were patrolling nearby.



Scottish police stand guard yesterday at Camp Zeist, The Netherlands, where two Libyan bombing suspects are being held

Reuters

Irvine's wallpaper firm in trouble

BY PAUL WAUGH
in Political Correspondent

IT COSTS £300 a roll, features hand-printed green pineapples and has already landed the Lord Chancellor in hot water.

But just when the Government thought that its decorating troubles were over, the wallpaper that adorns Lord Irvine's loo is once again causing a political stink.

Walker Greenbank, the company that makes the wall covering, yesterday blamed Labour's economic policies as it announced a 33m drop in profits. The Hemel Hempstead-based firm said that the continuing strength of the pound had caused considerable damage to its business.

Nearly half of the company's turnover depends on exports and its annual report stated that difficult trading conditions in Europe had been worsened by the high level of sterling.

Walker Greenbank's chief executive, Aidan Connolly, said that the Government should act urgently to cut taxes and per-



suaide the Bank of England to lower interest rates.

"This Government really hasn't delivered lower taxes and even though interest rates are coming down, they should be much lower, say, 3 per cent, to make a difference," he said.

Mr Connolly said that he felt no loyalty to the Government as his company had supplied the Palace of Westminster for years and Lord Irvine "just happened" to be in post when a refurbishment of his state apartments was needed. Using language likely to

make the Prime Minister, Tony Blair, blanch, he added that there was no way he could support Government policy. "We are a capitalist company, they are a socialist government," he said.

In the company's annual report, Mr Connolly stated: "Some 44 per cent of our turnover comes from our export efforts. It is inevitable that our profitability will be damaged with sterling at these levels."

John Redwood, the Conservative Trade and Industry spokesman, seized on these remarks as he launched the Tories' new job watch figures claiming that 10 people were put out of work every hour.

"Even the Lord Chancellor's vanity and the taxpayer's money can't make up for the failures of this Government's economic policies," he said.

"With sterling over DM2.90 and interest rates higher than on the continent, they have recreated the conditions of the ERM which act as a stranglehold on enterprise in the UK."

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Chief constable's daughter charged

BY JASON BENNETTO
Crime Correspondent

THE DAUGHTER of the beleaguered Chief Constable of Sussex Police has been charged in connection with an alleged assault on two constables, it emerged yesterday.

Frances Whitehouse, 18, was arrested on Monday night after a fight allegedly broke out between two men in Norfolk Square in Brighton, East Sussex. She is alleged to have punched one of the officers, PC Paul Ashman, in the chest and kicked a second constable, Tony Spalding, in the head.

The teenager's father, Paul Whitehouse, who is considered a progressive police chief, was only reinstated into his job last week after being suspended over the handling of the fatal shooting of a naked man.

Monday night's incident is said to have happened as the officers questioned two men in Western Road, Brighton.

Miss Whitehouse, from Hove, was charged with a public order offence and two counts of assault.

Mr Whitehouse was informed of the arrest at his home in Lewes. "She is my daughter and I will continue to support her. It is a family matter," he told the local newspaper.

A spokesman for Sussex



Chief Constable Paul Whitehouse

Police confirmed Miss Whitehouse had been arrested, saying: "She has been charged under Section 4 of the Public Order Act and two charges of assaulting police."

Miss Whitehouse has been released on bail and is due to appear before magistrates in Brighton on 6 May.

Her father took up his job again six days ago after being suspended for giving inaccurate information following the fatal shooting of James Ashley who died in his flat in Hastings, Sussex, in January last year.

Mr Whitehouse, 55, was given "strong written advice" by his police authority.

One of his officers has been charged with the murder of Mr Ashley.

Hospital move for injured reporter

BY CHARIS OWEN

SHEENA McDONALD, the broadcaster, was moved to a hospital in Scotland yesterday, more than two months after she was seriously injured in a collision with a police van.

Ms McDonald, who suffered serious head injuries, was moved from the National Hospital for Neurosurgery in London to Ainslie Hospital in Edinburgh.

The hospital specialises in the treatment of head injuries and helping the long-term recovery of victims of accidents and illness.

Ms McDonald, 44, is suffering from memory loss as a result of the accident and it is hoped being in her home city will help her.

She will also be near her family. Her parents, Patricia and William McDonald, both live in Edinburgh.

The journalist was injured in a collision with a police van answering an emergency call near her home in Islington, north London, on 27 February.

Reports later suggested the police van was unworthy. The Metropolitan Police are investigating the incident.

Councils named in adoption crisis

BY ANDREW GRICE
Political Editor

NEW EVIDENCE that local authorities are refusing to allow thousands of children in care to be adopted has emerged in a nationwide survey by House of Commons officials.

Some councils with hundreds of young people in their care permit only a handful of adoptions each year, according to the figures. Several Labour-run London boroughs are among those with the lowest rates of finding permanent new families for problem children.

Until now, pro-adoption pressure groups could not find out how many of the 51,000 children in care were being adopted in each area, but the number being placed has dropped from 21,000 a year in the Seventies to 2,000. The first detailed breakdown was compiled by researchers in the Commons library.

The statistics have fuelled allegations that the "anti-adoption culture" of social workers is condemning young people to grow up in council-run homes. The *Independent* revealed last month that the Government intended to crack down on authorities who were dragging their feet. The figures foreshadow a "league table" being compiled by the Department of Health.

The Commons survey revealed that the number of adoptions in England dropped from 2,500 in 1993 to 1,900 in 1997. The London borough of Ealing had the lowest rate in 1997, when just one of the 393 children in its care was adopted. In the previous two years, Ealing permitted 12 and 8 adoptions respectively.

Ten councils approved the adoption of just 1 per cent of the children they "looked after" in 1997 (see table, plus Hillingdon

THE WORST AUTHORITIES

Council	Children in care	Adoptions	% of children in care adopted
Ealing	393	1	0.25%
Hackney	466	3	0.6%
Bury	179	1	0.6%
Newcastle	408	3	0.7%
Hants	1,154	2	0.7%
Glos 5	140	2	1.4%
Haringey	289	4	1.4%
N Tyneside	283	4	1.4%
Merton	173	2	1.2%
Brent	329	4	1.2%

Figures for 1997

with three). Another 21 authorities approved the adoption of 2 per cent. They were Greenwich (six children); Hammersmith and Fulham (five); Lambeth (13); Southwark (14); Hounslow (six); Wandsworth (nine); Stockton on Tees (four children); Manchester (26); Salford (seven); Liverpool (20); Sefton (five); North Yorkshire (six); Calderdale (six); Hereford and Worcester (12); Shropshire (six); Sandwell (nine); Devon (20); Somerset (nine); Suffolk (13); Oxfordshire (eight); Surrey (16). At the other end of the scale, the authorities with the highest percentage of adoptions were Hartlepool, North Lincolnshire and York, which found permanent new homes for 10 per cent of their children.

Julian Brazier, who is the founder of an informal group of pro-adoption MPs, and who commissioned the survey, said the figures were shocking. He was alarmed that London authorities whose running of children's homes had been criticised were among those reluctant to permit adoptions. He hoped that councillors in the areas with low adoption rates would now "sit up and take notice" of the figures.

service and handing responsibility to a neighbouring authority or voluntary group. This would "concentrate the minds" of other councils, he said.

Last night, local authority leaders admitted that the new figures showed some councils needed to take a more positive attitude towards adoption.

John Ransford, head of social affairs at the Local Government Association, said: "Clearly there are signs that adoption is a course that should be considered more quickly, robustly and actively."

But he insisted that some councils may have high numbers of difficult-to-place children, and their figures did not necessarily mean they were not trying to find adoptive families. "Adoption is for life; you have got to be sure the match is exactly right for the child and for the family," he said.

"Children's lives are being blighted as they are moved from one council home to another or one temporary foster parent to another," he said.

Mr Brazier, Tory MP for Canterbury, urged the Government to punish at least one council by closing its adoption



Hanna, smiling from the arms of her adoptive parents. Social workers' 'anti-adoption' culture is now blamed for keeping thousands of children in council-run homes instead of finding new families
Lisa Woollett/Format



Compulsory nanny index plan ditched

BY PAUL WAUGH
Political Correspondent

PLANS TO create a compulsory national nanny register were finally abandoned by the Government yesterday when it unveiled new guidance for parents seeking childcare.

Margaret Hodge, the Employment minister, made it clear that compulsory registration was not an option as she launched a booklet offering advice on how to interview and run checks on prospective nannies. "Of course no one can guarantee that children will come to no harm, and parents must accept the responsibility for both choosing and supervising their nannies," she said. "But the guidance will help parents to understand what they should look out for."

The booklet, *Need a Nanny?*, recommends that parents rigorously check applicants' references and qualifications and demand explanations for gaps in employment history.

The booklet comes in the wake of a series of high-profile abuse cases that have led to ministers reassessing child protection policy.

A nanny found to have a "sub-normal" level of intelligence, Louise Sullivan, was found guilty in February of shaking six-month-old Caroline Jongen to death, while the British au pair Louise Wood-



Sullivan: Shook baby in her care to death

ward was convicted last year of the manslaughter of Matthew Eappen, in the US.

The proposal for a national register for the UK's 100,000 nannies was first backed by Harriet Harman, the former minister for women, and has received strong support from some childcare groups. But ministers were worried that the plan would involve excessive state interference and would mean that some perfectly capable nannies without "paper" qualifications would be unfairly put out of work. The Government confirmed yesterday it has decided to drop the idea in favour of a voluntary code that awards a hitherto-style seal of approval to agencies which meet quality standards.

The new booklet was drawn up by the Daycare Trust and the National Early Years Network.

Lifer numbers to double by 2007

THE NUMBER of criminals serving life sentences is expected to almost double to about 6,000 in the next seven years, an official report has found.

A significant number of life-sentence inmates should have been released years ago, but mistakes in processing their cases have led to long delays, the study suggests. One prisoner was found to have served 16 years longer than the original tariff set by the court. The rapid rise in the number of lifers is also attributed to the increase in discretionary life offences.

The findings, published today in a report called *Lifers*,

BY JASON BENNETTO

come in a joint study by Her Majesty's Inspectorates of prisons and probation. In the 10 years to 1997, the number of lifers in jails in England and Wales rose from 2,339 to 3,721.

A life term is the mandatory penalty for murder. A discretionary life sentence can be passed for other grave offences. Automatic life terms have also been introduced for people convicted of a second serious crime.

The Home Office said yesterday that it was setting up a committee to oversee improvements to the system.

IN THE INDEPENDENT TOMORROW

The American nightmare: privileged youth on the road to suicide

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'Incompetent' state lawyers to be sacked

BY JASON BENNETTO
Crime Correspondent

DOZENS OF state lawyers are incompetent and are letting the public down by their failure to prosecute criminals, the Director of Public Prosecutions (DPP) said yesterday.

David Calvert-Smith QC threatened to sack the "tens" of lawyers in the Crown Prosecution Service (CPS) who he believed were beyond reform.

As part of a drive to restore confidence in the CPS, Mr Calvert-Smith pledged to root out, from the 2,000 the service employs, failing lawyers who spend too much time on paperwork instead of trying to secure prosecutions.

"This tiny minority consistently fails to give the service to the public which the public expects and is entitled to," said Mr Calvert-Smith, who took over as head of the CPS in November.

He added: "The number of people who are beyond redemption, that no amount of training or encouragement can save, is certainly in tens - I know a few."

"If they are not up to the job, they've got to go."

He criticised the pay gap between lawyers who appear for the defence and those for the prosecution. Defence counsel get 83 per cent more on average



Calvert-Smith: 'Those not up to the job have to go'

than their prosecution counterparts.

The DPP is particularly concerned with getting top quality lawyers to represent the CPS in middle-ranking cases, such as rape trials, which have a notoriously low success rate. In murder cases, the CPS usually hires a leading barrister.

Mr Calvert-Smith said the Government was looking at this problem and would address it, although he argued that defence barristers were often significantly better than their prosecution counterparts.

Mr Calvert-Smith took the job after Dame Barbara Mills resigned as DPP following the damning Glidewell Report into the service last year which

said that 5,400 acquittals in 1997 were due to "matters well within the control of the CPS".

There will be a shake-up in the CPS this month with 42 new chief crown prosecutors, who will act like American district attorneys, responsible for their own geographical areas, which are based on the existing police force boundaries.

Mr Calvert-Smith told BBC Radio yesterday: "The vast majority of staff in the CPS work extremely hard for not very good salaries and do the job exceptionally well."

"I don't want anybody in my employment to think I have a grudge against the workforce. Nothing could be further from the truth."

Despite the vote of confidence in his workforce, the DPP has said he is disappointed by the standard of applicants from outside the CPS.

The new chief crown prosecutors will be all-powerful in their new areas with responsibility for prosecution decisions and a higher public profile. Mr Calvert-Smith, 53, is disappointed that only 10 women and one black lawyer have been appointed to the new posts.

Dame Barbara Mills' early retirement came after complaints that she was identified with a bureaucratic and demoralised service.



Some of Britain's richest Asian women: Perween Warsi (above), Meena Pathak (top right), and Bobby Dhillon



Samosa specialist is UK's richest Asian woman

BY KATE WATSON-SMYTH

FIVE WOMEN, with a collective worth of £155m, now figure among the 30 richest Asians in Britain. Top of the list, which is published today, is Perween Warsi, who founded a company 13 years ago to make chilled and frozen goods, and is now said to be worth £35m.

Arriving in Britain at the age of 17 for an arranged marriage to her husband, Talib, a GP Mrs Warsi despaired of ever finding a decent samosa in the local supermarket in Derby. So, in the tradition of all great businesses, she started making her own, setting up S&A Foods - named after the initials of her two sons. Her customers now include Asda, Sainsbury, Whitbread and supermarkets in France.

Two years ago, Mrs Warsi, 42, was awarded an MBE, and has also been nominated Woman Entrepreneur of the Year. Her

husband gave up his medical practice to work with her in her new venture.

Mrs Warsi is the highest placed woman on the list of 200 richest Asians which is published today by the newspaper Eastern Eye. Her exact placing - and those of everyone else on the list - will be revealed today.

Sarwar Ahmed, who compiled the annual list, said he was stunned by the number of women in the running. There are 16 women in total, compared to 10 last year.

Also featuring in the top five richest women are Bobby Dhillon, who runs a chain of hotels with her brother Tej, and is said to be worth £30m. Meena Pathak, of the Wigan-based spice company, who is also worth £30m, and Annet Sahni,

who at the age of 28 has built up a successful computer company with her husband, and is worth around £30m.

Gulshan Bhatia, 65, a widow from Tanzania who invested her life savings in a small London hotel 15 years ago, and now owns the Great Western Hotel, next to Paddington Station, is worth £30m.

Mr Ahmed said the list had changed dramatically from last year: "There are more and more women there, and some, like Perween, are there in their own right rather than as part of the family business."

"The list acts as a spotlight on the whole Asian community in Britain, and we can see that women are increasingly coming out of the home and moving into business."

"They are becoming freer and more independent and

there is less resistance to them doing that."

He said the women acted as powerful role models to the rest of the community, as they juggled high-profile jobs with looking after small children.

"Bobby Dhillon is only 30 years old, but she has small children and she is proving to other Asian women that they can do it as well."

He said that, unlike the Sunday Times rich list, which is often compiled without the participants' help, Asians were proud to be on the list, and volunteered information.

"Last year the person at position 200 was worth £2m, but this year that has increased to £5m, and although it is partly that people are being very successful, it is also because many more people come forward and want to be included," he said.

Space travel 'a waste of money'

BY CHARLES ARTHUR
Technology Editor

MANNED SPACE exploration is a waste of money with no economic rationale, says Professor Heinz Wolf - who has spent half his life designing objects for crewed spacecraft.

Similarly, astronomy is a branch of science whose value is more cultural than practical, as "its impact on the actual nuts and bolts of living is small," Professor Wolf told the Edinburgh International Science Festival.

Best known for his role as a judge in BBC Television's Great Egg Race series, in which people try to design machines to solve problems against the clock, Professor Wolf also holds the chair of bio-engineering at Brunel University. He has designed various innovative objects - including a "glovebox", used to provide a sealed environment to carry out



Professor Wolf: Nothing worth having out there

experiments in space, and now used on the Mir space station and the space shuttle. But he said: "There is no evidence whatsoever that there is anything worth having out there. Even if the moon was carpeted with diamonds, it would not be worth it because diamonds are not expensive enough."

Plane chaos after pilot loses glasses

BY PHILIP THORNTON
Transport Correspondent

A BRITISH holiday jet with 220 passengers on board scraped the ground during an unsuccessful landing after its crew repeatedly deviated from normal procedures and the pilot made a series of "flawed decisions", according to an accident report published yesterday.

The Airtours pilot on a flight from Birmingham International Airport allowed the Boeing 757's tail section to hit the runway after three unsuccessful attempts to land at an airport in the Dominican Republic last January.

The Air Accident Investigation Branch (AAIB) report into the incident found the pilot and crew repeatedly deviated from standard aviation procedure. The aircraft was badly damaged when it struck the runway at Puerto Plata airfield but none of the passengers was injured. The crew tried twice to land using the airfield's landing

system but failed to lock on to the signal.

The pilot then tried to land the plane manually in stormy weather conditions. After this third unsuccessful attempt, the aircraft was diverted to an airport 100 miles away. The pilot did not abandon his manual landing attempt even when his glasses fell off.

The report recommended that Airtours should review its operating procedures.

The airline said yesterday the report was "a fair and accurate reflection" of the incident. "We urgently reviewed our procedures and are confident they are now correct."

Passengers told afterwards how they were convinced they were about to die. Airtours said it would now look at the issue of compensation.

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SNP is 'hiding its separatist goal'

BY STEPHEN GOODWIN
Scotland Correspondent

THE SCOTTISH National Party was yesterday accused of hiding its central aim of independence in an attempt to mislead voters in next month's elections to the Scottish Parliament.

Donald Dewar, the Secretary of State for Scotland, said the SNP was engaged in "an exercise in dishonesty" and was too ashamed to mention its plans for immediate negotiations for divorce from the rest of Britain.

High-minded talk of devolution ushering in a less confrontational style of "new politics" was blown away with the blustery wind in Edinburgh as campaigning for the 6 May election began in earnest. Mr Dewar, mounting his battle bus to the skirts of a pipe band, said Alex Salmond, the SNP leader, was ready to say anything to win. A 10-point pledge card

DONATIONS REVEALED

JIMMY BOYLE, the artist and convicted murderer, has given Labour £5,000 for the Scottish parliament election campaign.

Defending the donation, a party spokesman said: "He is entitled to give his money and support Labour like many other Scots do."

The Scottish Election Commission, publishing details of all donations over £5,000, revealed the largest single donation to any party was from Irvine Laidlaw, a businessman, who gave the Tories £200,000 out of the party's total of £263,100.

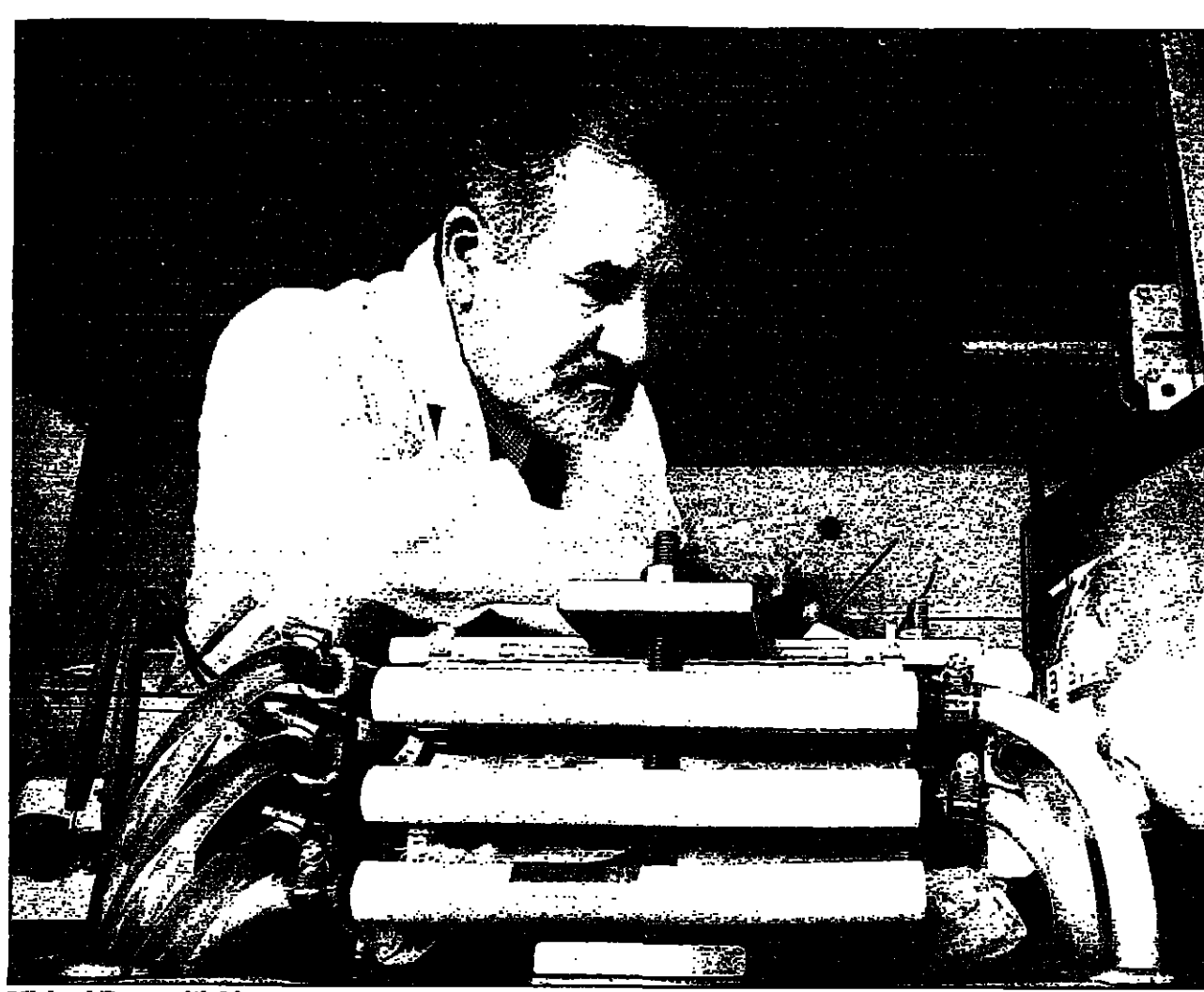
Sean Connery, the actor, gave the Scottish National Party £10,700. Labour's total was £166,000 and the SNP's almost £72,000. The Liberal Democrats received £58,100 and the Greens £10,000.

handed out yesterday by the SNP relegates a referendum on independence to the bottom of the list. Mr Dewar said the SNP was in disordered retreat. It was "a single-plank party busily engaged in trying to hide its plank". Mr Salmond, meanwhile, made constant jibes at "London Labour" and emphasised that Scots were ready to

129-seat parliament, Mr Wallace could emerge as the king-maker. Rashly predicting the Lib Dems would win at least 16 seats (opinion polls suggest a dozen), he strongly hinted at Labour as a preferred coalition partner. "Liberalism is fundamentally incompatible with nationalism. We would not be prepared to entertain a referendum on independence. I believe that would be damaging to Scotland," Mr Wallace said.

But how far Mr Salmond is prepared to trim the SNP's independence goal to get control of the new parliament has become a key issue. The SNP's pledge card refers only to a referendum on independence "within the first four-year term" of the parliament.

PLAID CYMRU yesterday launched its Welsh Assembly election campaign amid claims that support for Welsh nationalism is at an all-time high.



Michael Rowe with his generator, which can power a colour television using heat from bath water. Rob Stratton

Dirty bath water could fuel industry

A HOT BATH can do more than inspire deep thought, according to a British scientist who has used one to power a television set.

Mike Rowe, of Cardiff University, has built a system that can generate 100 watts using the temperature difference between his cold water supply and a bath full of used hot water.

Professor Rowe says his system can be applied on an industrial scale to provide large amounts of electricity at low cost.

"This is part of a seven-year contract from the Japanese government, seeking ways to recover waste heat that presently goes down the drain - literally - from industry," Professor Rowe said yesterday.

"All that this system needs to work is a temperature difference: a hot bath is about 55C, and the cold water supply about 50 degrees cooler. From that, we can generate 100 watts in our lab setup - and a colour TV needs only 80 watts."

The system uses a series of thermocouples, which produce power because the difference in temperature between two points will generate a voltage difference if the correct materials are chosen and placed at

the respective points. Typical thermocouples use metals, but Professor Rowe has found that usable voltages can also be generated by semiconductors such as germanium and silicon.

The industrial applications are potentially huge, and could save millions of pounds by using hot water discharged from the steel, glass, ceramics and electricity generating industries.

The steel industry, in particular, produces waste water with a temperature of 90C - too low to power a steam turbine, which requires 140C - so the water is often simply thrown away.

Water is an ideal material for thermocouple systems because it can absorb large amounts of energy. "The great thing is that in essence the energy source - the hot water - is effectively free. We have devised a system that can generate 2 watts for only \$5 (£3.12)."

Professor Rowe's system could also benefit the environment if it is taken up by industries that currently discharge waste into rivers: high outflow temperatures have been blamed for affecting the life cycles of river animals and fish.

Millionaire donates thousands to rescuers

A MILLIONAIRE art collector and his wife, who escaped when their helicopter crashed into the sea, are to donate thousands of pounds to the fishermen and lifeboatmen who saved them.

Philip and Lisa Burgess, who is pregnant, were plucked from the water on Monday after clinging to wreckage. Fishermen found them in thick fog off Charmouth, Dorset.

Mr and Mrs Burgess, recovering at their Buckinghamshire home, said they would match the sum they

were being paid by a newspaper for their story, and give the entire sum to charity. It is understood that the couple were being paid £10,000 or more for their story.

Yesterday the family was due to discuss how the money should be donated, and whether it would all go to the Royal National Lifeboat Institution or whether some would go to the fishermen who found the couple.

IN BRIEF

PC sentenced in hit-and-run case
CHRIS ADENIRAN, a constable in the Merseyside police force who left a student, Christopher Orr, lying in the gutter after a hit-and-run accident while off duty, was sentenced to six weeks' jail. Mr Orr fractured his ear bone and has since suffered some loss of hearing.

Sainsbury settles 'racism' case
SAINSBURY SAID yesterday it had reached an agreement in the case of a sacked part-time cashier who accused the supermarket giant of racism. Celeste Shirley, 16, from Acton, west London, was dismissed following allegations of credit and debit card fraud.

Nun denies child abuse charges
A NUN yesterday denied 23 charges of abuse at children's homes run by the Catholic church. Sister Alphonso - Marie Docherty, 57, - was accused of abuse of girls at homes in Aberdeen and Midlothian between 1962 and 1980. The case at Aberdeen Sheriff Court was adjourned.

Millennium babies need precision
STAFF AT Southampton's Princess Anne Hospital have equipped themselves with stop-watches to time deliveries of millennium babies to the millisecond. The idea is to avoid disputes between parents anxious to reap the financial rewards of having the first baby of 2000.

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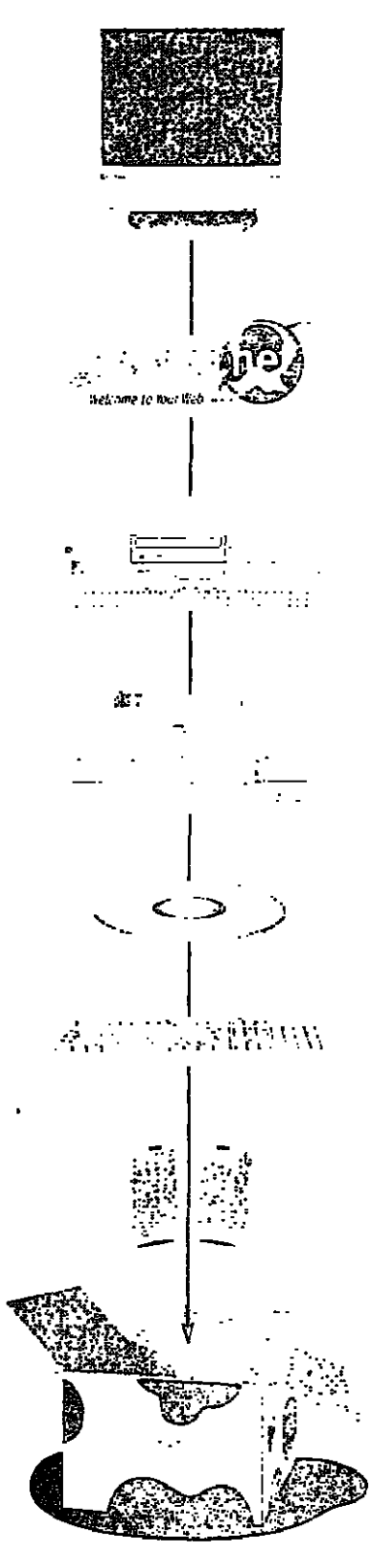
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Tesco to use 'class' system for customer discounts

BRITAIN'S BIGGEST supermarket group is considering re-launching its loyalty card programme in a bid to make the scheme more enticing to high-spending shoppers.

Tesco is looking at creating a three-tiered system that would rank shoppers according to how much they spend. The biggest rewards, whether they be money-off vouchers or special deals on holidays, would go to families which buy large amounts regularly.

Smaller spenders, such as people living alone or older people whose children have left home, would receive much smaller benefits.

Tesco would not comment officially on plans to upgrade its Clubcard system which already has more than 14 million members. "We are always looking at ways to improve the offer for Clubcard members," it said.

However, such a move could trigger similar actions by rival supermarkets and hasten the arrival of the next generation of loyalty cards as retailers try to grab, and keep, customers. Loyalty cards have proved one of the retail sector's most powerful marketing tools in the

By NIGEL COPE
Associate City Editor

past few years after Tesco launched Clubcard in 1995.

There are now more 40 million supermarket loyalty cards in circulation, with millions of others available from companies such as Shell, Texaco, Boots and WH Smith.

Although promoted as a way of gaining discounts for shoppers, the level of discount is often as little as 1 per cent.

The main benefit of the cards is the information on shoppers' habits they provide to the retailers. From the database of information the cards yield, stores can determine how much shoppers spend, what they buy, where and when they buy it. They can then use this information to target special promotions and even modify store layouts.

According to Verdict, the retail consultant, a move to "grade" shoppers by their spending is a logical step. "In the beginning, loyalty cards were a way of giving discounts but making sure they did not go to everyone," said the managing director, Richard Hyman.

"This segments it even more."

But he cautioned that a move to change the structure of the scheme could backfire if it was not handled correctly. A tiered system would mean that shoppers with smaller bills would be subsidising heavier spenders. "It could alienate some people if it is not handled well," Mr Hyman said.

Rival retailers said they are looking at new ways to use their loyalty cards to "get closer to customers". Safeway says it is testing palm-top computers at its store in Basingstoke. The computer checks the cardholder's shopping history before making "tailored" special offers available. Boots has been testing a similar system with in-store kiosks linked to its Advantage card.

However, Internet specialists point out that traditional high street retailers are still some way behind Internet retailers in "relationship marketing".

Companies such as Amazon.com, the Internet book retailer, already send e-mails to customers recommending certain titles if a shopper has shown a particular interest in a certain type of book.

HOW REWARDING ARE THE MAJOR LOYALTY CARDS?

	TESCO	SAFeway	SAINSBURY'S	SHELL	WH SMITH	BOOTS
How does it work?	Tesco Clubcard A point, worth a penny, for every pound spent over £5. Customers receive money off at Tesco stores, petrol stations, coffee shops and chemists.	ABC Card Like Tesco, one point is earned for every full pound spent.	Reward Card A point for every £1 spent at supermarkets and Savacentres. Customers receive vouchers worth £2.50 when they have saved up 250 points.	Smart Card Worth a penny for each pound spent at 25 participating companies including Shell, John Menzies, Avis and Hilton Hotels.	Clubcard One point for every 10p spent on purchases of more than £1. Card holders also get a 2 per cent discount.	Advantage Card One point for every 25p spent. Each point is worth 1p towards more than 10,000 products.
Popularity	14m cardholders since launch in February 1995	10m customers since launch in October 1995	12m cardholders since launch in June 1996	4m cardholders since October 1994 launch	4.5m members since launch in July 1997	10m cardholders since launch in September 1997
How to redeem it	Customers are sent money-off vouchers to the value of the points they've earned	Immediate discounts in stores. Customers also receive a monthly catalogue of special offers	Vouchers can be put towards shopping or other special offers	By using the card when making purchases at 25 participating companies	Value on card redeemed against store products	Points value deducted from shopping bill at till
Added extras	Link-ups with other retailers such as B&Q. ClubCard Plus offers banking services and loans	Annual creche pass and links to Odeon cinemas and BestWestern Hotels. New parents get 10 per cent off entire shopping bill	Can also be put towards BT bills, meals in Whitbread restaurants or Air Miles. Links with UCI cinemas and Alton Towers	Members can also use the points for discounts at various sports arenas, travel firms, electrical stores and clothes shops	New offers to be announced in next few months	Boots is testing kiosks that will recognise the card and give shoppers customised discounts
Verdict	Still the most popular supermarket loyalty card but operates with a fiddly voucher system	Simple to use with no vouchers. Just hand over the card and get money off your bill	Good links with other companies - but another fiddly voucher system	Wide range of participating companies	High savings, simple procedure, but restricted to in-store products	Simple redeeming procedure and big discount, but restricted to in-store products

Promise to delay teachers' appraisal

THE GOVERNMENT yesterday attempted to take the heat out of its conflict with teachers over the introduction of performance-related pay.

Estelle Morris, the School Standards minister, said that proposals to make experienced teachers sign demanding new contracts in return for a 10 per cent pay rise were negotiable.

She told delegates at the National Association of Schoolmasters Union of Women Teachers (NASUWT) conference in Eastbourne that there would be a year's delay in proposals to introduce appraisals for all staff. Negotiations over the details of pay reforms could start as early as next week. "It is so important to get it right that we are not going to say that if somebody has a better idea we will not take it on," she said.

Nigel de Gruchy, the NASUWT general secretary, welcomed the announcement and urged his members to join negotiations. But Doug McAvoy, leader of the National Union of Teachers (NUT), which voted for strike action over the plans at the weekend, called for all three main teaching unions to stage a joint ballot for industrial action.

Ms Morris was speaking as the Government concluded its conference season campaign to persuade teachers to accept its Green Paper on the future of the teaching profession. She told delegates that the main principles of the proposed pay reforms, including a link between pay and pupils' exam performance were non-negotiable.

But she insisted that ministers would take into account the 30,000 responses to a national consultation on the issue.

Teachers have expressed opposition to plans to introduce a new system of annual appraisals by headteachers, which would include targets for pupils' exam performance and would determine annual pay rises.

There has also been unease

BY BEN RUSSELL
AND JUDITH JUDD

over proposals to offer experienced teachers the chance to pass a performance "threshold", which would give them a 10 per cent pay rise and access to a new pay scale up to £35,000 - in return for signing more demanding contracts.

Yesterday Ms Morris said that the change was up for negotiation. But she defended the link between payments and



Estelle Morris: 'It is so important to get it right'

teachers' performance: "Every teacher knows that some are better than others, some get better results than others, some perform more positively in the classroom than others."

Mr de Gruchy welcomed what he called "a new spirit" in the Government. He urged moderation in teachers' responses and insisted that strike action was "a scenario too awesome to contemplate".

The NASUWT accepts a link between pay and appraisals, but rejects linking salaries to exam results. The NUT opposes any kind of performance-related pay.

Doug McAvoy said that his union's ballot on an appraisal boycott would go ahead. And the Association of Teachers and Lecturers agreed at its conference last week to give its executive discretion to hold a ballot on performance-related pay.

Boy, 4, expelled for biting pupils

A TEACHER told yesterday how a four-year-old boy was expelled at the end of his first week at school after biting 16 children and four members of staff.

Dave Battye, a union official, said he was called to the school in South Yorkshire two days into the boy's school career. He told teachers meeting at Eastbourne that the boy was impossible to educate and joined calls for disruptive pupils to be kept out of mainstream lessons.

He spoke as the National Association of Schoolmasters

BY BEN RUSSELL

Union of Women Teachers criticised the spread of units to deal with severely disruptive pupils in schools.

Mr Battye, a member of the union's national executive, said: "These are not educational problems and we deal with educational problems."

Delegates criticised plans to set targets for cutting expulsions. The union said school "sin bins" should not be used as an alternative to permanent exclusion.

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The Dalai Lama, the exiled Tibetan spiritual leader, saluting supporters on a visit to the Brazilian city of Curitiba yesterday

Reuters

Russia orders arrest of Berezovsky

PROSECUTORS IN Russia issued a warrant yesterday for the arrest of the billionaire tycoon Boris Berezovsky on charges of money-laundering.

Investigators suspect Mr Berezovsky of setting up a Swiss company to hide hard currency earnings from Russia's largest airline Aeroflot, in which he has a stake, the Interfax news agency reported.

Mr Berezovsky, who is in France, said he would not seek asylum abroad and vowed to return to Russia to clear his name, although he did not say when he was planning to do so.

"I know that there are many shameless and not very bright people in the prosecutor's office," he said. "They don't have a single chance for success."

Mr Berezovsky's business interests range from oil to airlines to media. He has gained a reputation for meddling in Russian politics and influencing Kremlin decisions thanks to his close links with President Boris Yeltsin's inner circle.

But he started losing influence after a battle erupted with the Russian Prime Minister, Yevgeny Primakov, earlier

BY VLADIMIR ISACHENKOV in Moscow



Berezovsky: Vow to return

leged that Mr Berezovsky had created a Swiss company called Andava to accumulate and pocket Aeroflot's earnings. Mr Berezovsky has denied this and other accusations against him, and claims they have been invented by the Russian secret services with Mr Primakov's blessing.

Mr Berezovsky lashed out at the Prime Minister in a recent newspaper interview, accusing him of hatching plans to recreate the Soviet empire.

"Even Communists today are less dangerous than Primakov," Mr Berezovsky said in the Moscow News.

"He poses a greater danger - he wants to again build the empire."

The Russian nationalist politician Alexander Lebed, a leading presidential hopeful, who was supported by Mr Berezovsky during his successful campaign for provincial governor last year, denounced the issuing of yesterday's arrest warrant.

"This is an agony of power," Mr Lebed was quoted as saying. "Everyone has got confused and they're trying to sink each other." (AP)

this year. The row culminated in the tycoon's sacking last Friday as executive secretary of the Commonwealth of Independent States, the alliance of former Soviet republics. Prosecutors have recently launched a series of searches in offices of companies that Mr Berezovsky is believed to have holdings in, including Aeroflot, Russia's largest airline. Russian media reports al-

Jakarta hits back at Timor arms threat

INDONESIA warned the jailed East Timor independence leader yesterday that his threats to cause an uprising will scupper UN-sponsored negotiations on the territory's future. Xanana Gusmao, told his supporters earlier this week to resume their war against Indonesia's army and its Timorese allies unless the United Nations sends peacekeepers to the troubled territory. The call by Mr Gusmao, a former guerrilla now jailed in the Indonesian capital Jakarta, is a risky attempt to put pressure on the international community.

Mr Gusmao wants the UN to disarm thousands of unruly Timorese militiamen who have been armed by Indonesian troops. "The international community has only made promises of assistance [to East Timor] which were not concrete," Mr Gusmao's lawyer and *de facto* spokesman, Johnson Panjaitan, said in Jakarta. "He [Mr Gusmao] is hoping for a more pro-active stance, including UN peacekeeping troops."

Mr Gusmao was stung into action by the killing of four people on Monday by pro-

BY DIARMID O'SULLIVAN in Jakarta

Jakarta militiamen, the latest in a series of atrocities. His declaration of war was aimed mainly at the militias, although Mr Panjaitan said Indonesian troops could also be attacked by pro-independence guerrillas. "They will defend the people and carry out attacks against the army and the armed civilians."

If the UN peacekeepers are sent, Mr Gusmao said he would call off the war. But Western governments are preoccupied with Kosovo, and the United States and Australia have already urged the 800,000 people of East Timor not to take up arms. "It's very worrying. We're still trying to find out what the situation on the ground is," said one Western diplomat.

On Tuesday, troops and militiamen were reported to be patrolling the western district of Liquica where the killings took place. Rui Viana, of the local human rights group HAK, said he had heard that 3,000 people had fled the area.

The road from the East Timor capital, Dili, was blocked

and there were unconfirmed reports that troops were shooting at cars to make them turn back. Dili itself, a sleepy port fringed with palm trees, was reported to be quiet.

The East Timorese, bloodily ruled by Indonesia since 1975, were due to decide in July between autonomy and outright independence. A minority of East Timorese, mostly local officials, favour autonomy. East Timor was previously ruled by Portugal until the colonial administration's departure in 1975.

Mr Gusmao has been trying to persuade his own side that the UN talks do offer a peaceful route to independence. But he has been under growing pressure to let the 700 guerrillas of Falintil, the armed wing of the independence movement, take on the militias. "It's about his credibility," said another Western diplomat who follows East Timor closely.

The guerrillas, based in the rugged interior of the half-island territory, have been upholding a ceasefire since the UN talks began. They are said to be well-armed and able to mount hit-and-run raids.

Iraq executes killers

IRAQ HAS executed four men for the murder of a prominent Shia Muslim spiritual leader and his sons in the holy city of Najaf last February.

The killing of Mohammed Sadeq al-Sadr - an influential cleric whose Friday prayer sermons drew large crowds - and his sons Mustafa and Muja'ad, it said in a statement.

"These criminals were executed in accordance with a decision issued by a specialised court," it added.

The statement did not say when and where the executions took place. Iraq has insisted it had nothing to do with the murders but

BY HASSAN HAFIDH in Baghdad

Haider Ali Hussein Ardabili. "These criminals had assassinated the martyr, Mohammed Sadeq al-Sadr, and his sons, Mustafa and Muja'ad," it said in a statement.

"These criminals were executed in accordance with a decision issued by a specialised court," it added.

The statement did not say when and where the executions took place.

Iraq has insisted it had nothing to do with the murders but

the United Nations human rights investigator, the former Dutch foreign minister Max van der Stoep, has said he doubts the government's version of events.

Iraq, whose Sunni Muslim-dominated government rules a 22 million population which has a 65 per cent Shia majority, says it is the victim of a plot to break its unity.

Last month, Iraq said it had executed eight people charged with murdering prominent Iranian Shia Muslim cleric in southern Iraq in 1996 and 1998.

Now wash your hands...

TOILUSH or not to flush? That is the question to be debated today by some of Hong Kong's most earnest politicians.

It is to put it another way, can standards really be maintained in gentlemen's urinal where flushing is restricted to a maximum of four times per hour? According to the small army bureaucrats who run Hong Kong, 15-minute flushing intervals are quite enough to keep public loos clean. They say this is true because the Water Supplies Department decreed it to be so. However, the members of the Hong Kong's Provisional

BY STEPHEN VINES in Hong Kong

Urban Council are going to challenge this decree.

Defending the limited flushes will be Michael Arnold, the deputy director of the council's services branch. Four flushes per hour is "standard practice", he told councillors in a written reply.

But the government holds a mighty trump card for dealing with troublesome councillors. It plans to abolish the Urban Council by the end of the year. This will quickly put an end to meddlesome politicians ex-

pressing views not just on flushing but on all manner of things.

The council's chairman, Ronald Leung, once declared that clean toilets would be his lasting legacy to Hong Kong. Dr Leung, whose daytime job involves running his own bank, has had mixed results with his clean-up campaign. Some conveniences are still more easily located by their aroma than by any form of signposting.

The limited flushing regime will put his clean legacy in doubt. But the councillors threatened with extinction have little to lose. Mr Arnold cannot expect an easy time.

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Mafia heir jailed in deal to avoid trial

THE FEDS made him an offer he couldn't refuse, and so the man said to be the heir to America's leading crime syndicate will be spending some time away from his business.

John "Junior" Gotti had been expected to stand trial for racketeering, bribery, extortion and a rack of other charges. Instead, he did a deal that will send him to prison. "The government was putting Mr Gotti in a position where he had no choice," said Gerald Shargel, Mr Gotti's lawyer.

He will be given a prison sentence of up to seven years, fined \$1m (\$540,000) and will forfeit another \$1m that prosecutors say was ill-gotten gains. If convicted on the other charges, he could have faced 20 years.

Junior's father, John Gotti, is already doing time: he was sentenced to life in 1982, belying his nickname as the "Teflon Don". The head of the Gambino

BY ANDREW MARSHALL
in Washington

family, he was of the old school, with five murder charges against him. But Junior is apparently cut from a different cloth, with few of the habits that characterised America's crime families in the past.

A recent profile in the *New York Times Magazine* sketched a character who sounded more like a middle manager than a crime chieftain. It said that he preferred fried chicken to Italian food. He wears trainers and jeans.

The charges against Junior related to the takeover of a topless bar called Scores in Manhattan, and other small matters such as a telephone-card racket that hardly measure up to the image of a Godfather. He seems to have decided that a deal would be better than a lengthy, potentially risky trial. "I con-



Gotti: Offer accepted

spired with a group of individuals forming an association." Mr Gotti confessed - not the kind of dialogue from which blockbuster novels are made.

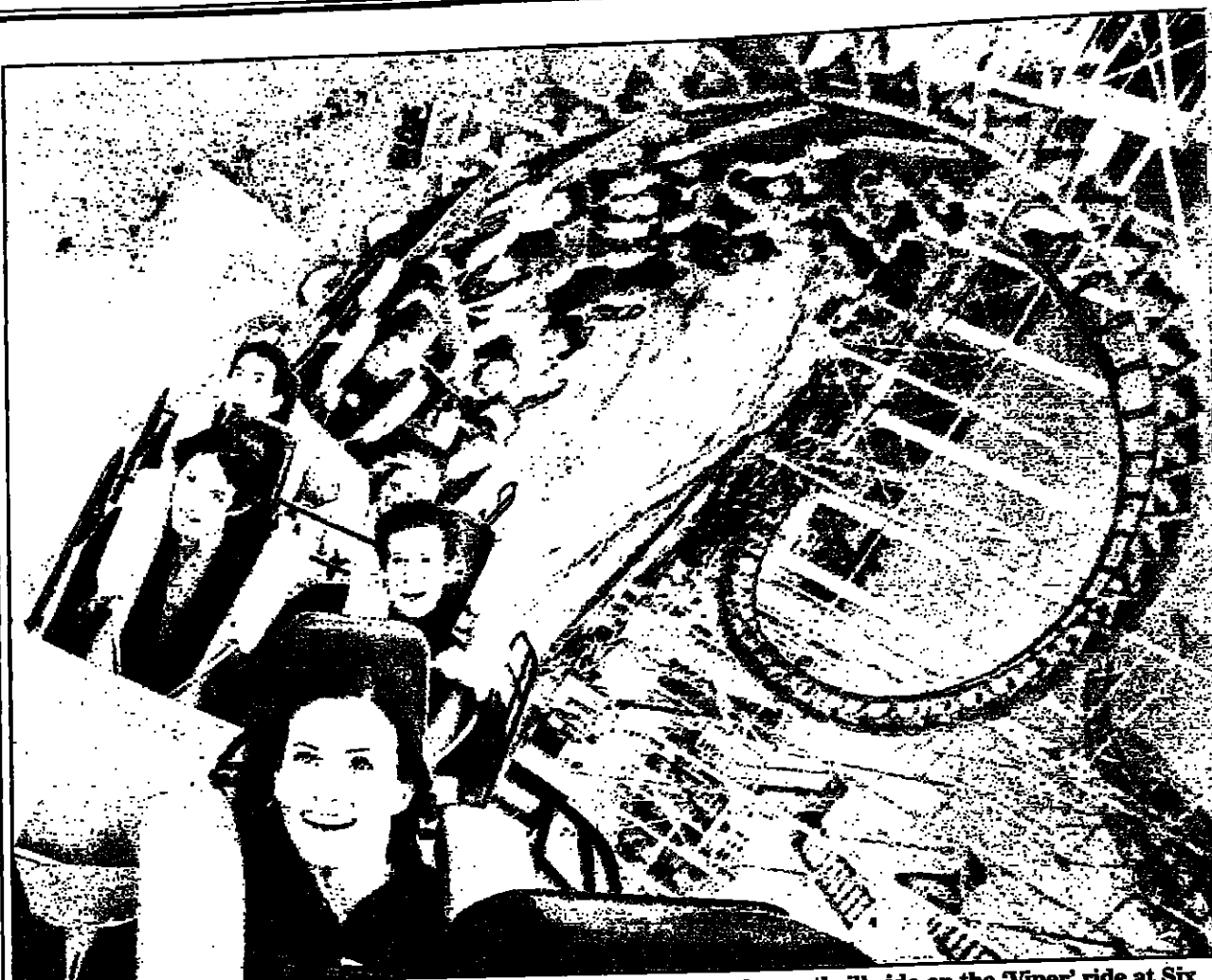
The legal proceedings have created only one star: Sarita Kedia, the 28-year-old Bombay-born lawyer for Mr Gotti, who was brought up in America's Deep South. She was re-

cently given a front-page profile in the *New York Times*.

The Feds are delighted with the conviction. "This guilty plea and conviction should serve as the death knell to the control the Gottis have exercised over the Gambino family for nearly 15 years," US Attorney Mary Jo White said.

The Mob seems to be in crisis in the US, as many of the younger generation prefer straight business, and new organisations from abroad are muscling in. Portrayals of the Mafia in the US media have also shifted, with a hit television series, *The Sopranos*, showing a man wracked with self-doubt and rushing off to appointments with his therapist.

For his part, Mr Gotti wanted "finality and closure," said his lawyer, a piece of psycho-speak that has apparently even made its way into the argot of the Mob.



Actress Courtney Cox, star of 'Friends' and the 'Scream' movies enjoys a thrill ride on the 'Viper' ride at Six Flags Magic Mountains in Valencia, California

Craig T. Mathew/AP

How Route 66 became the highway to hell

AMERICAN TIMES
WASHINGTON

WASN'T DRIVING in America supposed to mean an empty Route 66 stretching to infinity, a cheery lull from the lone oncoming trucker and James Dean draping himself languidly across the dashboard of his convertible, one hand trailing out of the window, the other resting (loosely) on the steering wheel?

Well, the good news for romantics is that much of this spirit endures. The bad news is that there are now tens of millions of would-be James Deans out there. They still keep one of their hands (loosely) on the steering wheel; but the other now holds a can of Coke, or more likely a magnum of coffee or a mobile phone. Their cars are twice or three times the size of Dean's and they drive them just as fast.

In recent weeks, the dangers of America's roads - or its drivers - have been highlighted by a spate of especially nasty accidents. George Jones, the country and western singer was critically injured in an accident that was a classic for the Nineties. He swerved into a bridge while using his mobile phone and, like 40 per cent of American drivers, he was not strapped in. A bottle of vodka was found under his seat, but he had not, apparently, partaken. He has now been discharged from hospital.

In Illinois, 11 people died when the train they were in struck a lorry laden with steel girders on a level crossing. First indications are that the lorry driver tried to cheat the crossing by zig-zagging between the half-barriers that descend on either side. Even if that driver - who had a suspended licence and a record of convictions - was not at fault, local contributors to the anti-trucking websites that mushroomed in the wake of the accident affirmed that drivers regularly tried to beat this crossing - and many others - in the same way.

Then last week in Wisconsin, a minibus with 18 people on board overturned, killing seven of the occupants and leaving another seven seriously injured. The 21-year-old driver was speeding and, it later emerged, under a driving ban. When he realised that the police were tailing him, he apparently tried - wait for it - to change places with a passenger, and the minibus span out of control. Such brazen examples of driving that not only flouts the

law, but defies a basic instinct for survival, may seem extraordinary. But they are merely a distillation of the sort of casual recklessness that you witness every day.

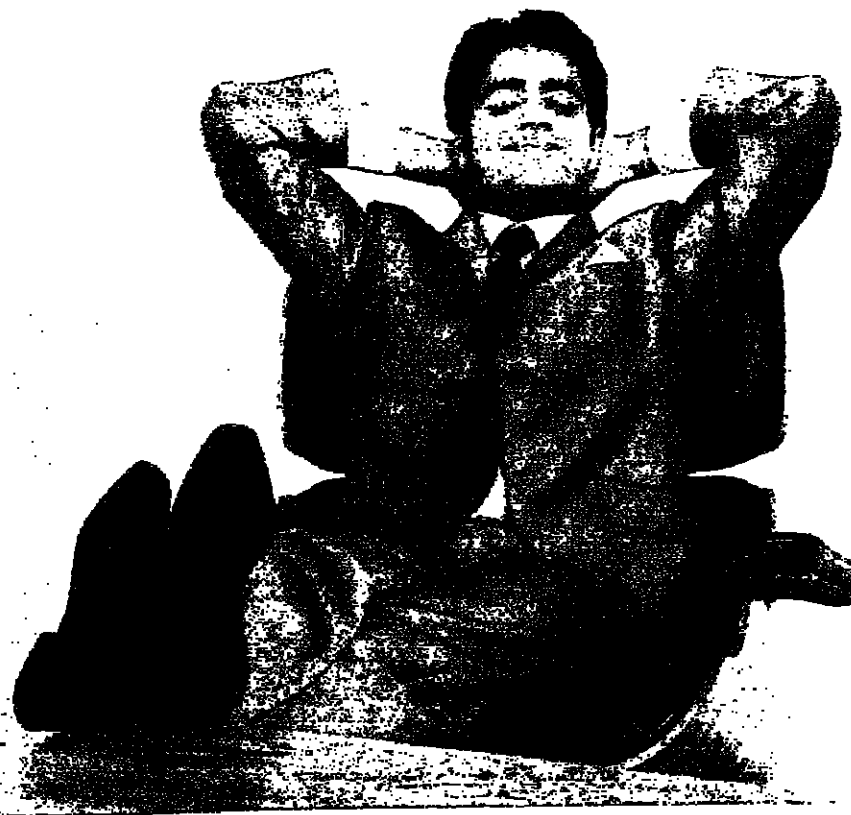
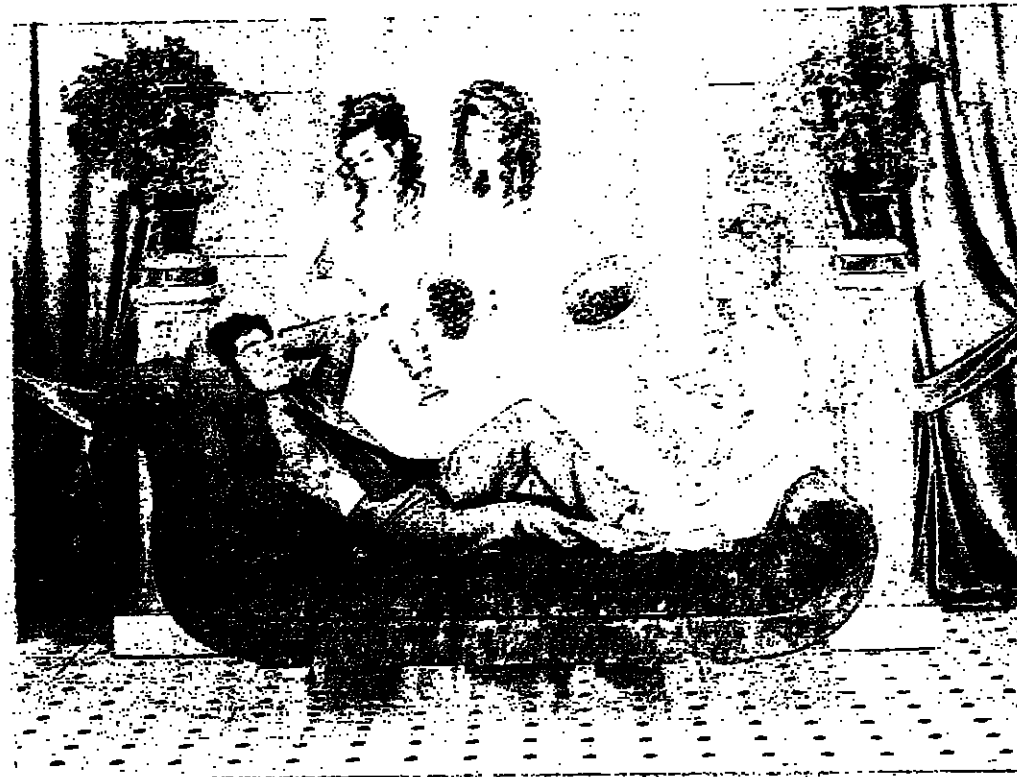
One insurance company ran a television advertisement showing scenes from motorway life as well as drivers engaged in animated telephone conversations, there was the one putting on her make-up, another reaching for his giant coffee, yet another struggling gamely with a hamburger (ketchup, pickles and fries). The voiceover noted that these incidents, while staged for the commercial, were taken from police reports.

I do not doubt it. All my recent experience of driving in America, urban and rural, confirms all that, and more. Travelling on a bus in the snowy Mid-West recently I counted only a minority of drivers wearing seat-belts; a majority of children sat (or wriggled) unrestrained in front seats, only a small number were in the back, or in child seats. Waiting to cross a busy junction in the Iowa capital, Des Moines, at rush hour, I counted the number of drivers using mobile phones. It proved simpler to count the ones who were not: four, out of maybe two dozen.

There is talk of making it an offence to use a phone while driving. But if the law was enforced, there would be a citizens' revolt. Chatting on the hand-held cellphone has already joined the myriad of other in-car distractions that make it so hard for American drivers to indicate before they pull out or change lane (what lane?) and then cause them to brake or accelerate abruptly for no apparent reason, block an intersection, steam straight from the slip road on to a motorway without giving way, and run a red light.

When, this past weekend, Virginia police staged a speed blitz on Interstate 95 - the main east coast trunk route - only a few drivers grudgingly conceded that this notoriously dangerous road might have been temporarily rendered a little safer. Most were irritated that their journey would take more time. Driving without due care and attention (and with scant respect for the rules) has become an American state of mind. James Dean is dead: Drive on James Dean.

MARY DEJEVSKY



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Rate hopes trigger surge in house prices and shares

GROWING HOPES of a cut in interest rates in both the UK and Europe sent London shares soaring to a new high yesterday. The stock market was also spurred by Monday's gains on Wall Street and the last-minute rush to invest in PEPs.

The FTSE 100 share index closed at a new peak of 6,415.3, up 85.3 points on the day, with traders buoyed by the record high achieved by the Dow Jones on Monday. The Footsie also hit a new intra-day high of 6,443.9, easily beating the old intra-day record of 6,399.1 set only last Thursday.

The surge, on the first day of the Monetary Policy Committee's two-day session, came as the housing market showed its strongest signs of recovery for months.

The Halifax reported a 1.2

BY ANDREW VERITY AND LEA PATERSON

per cent jump in house prices in March, all but banishing fears of a slump in 1999.

The strength of the pick-up prompted some experts to warn of the danger of another 1980s-style boom-and-bust cycle if the Bank of England goes too far in cutting interest rates.

The price of the average British home rose last month to £73,836, according to the Halifax figures. This returned the housing market to its peak level before November last year.

The recovery means that yearly house price inflation is now running at 4.4 per cent, on the lender's figures. Last month it was just 3.6 per cent.

The Halifax survey adds to growing evidence of a recovery from other sources. Nation-

wide reported a 1.5 per cent pick-up in house prices last week. In March, the number of estate agents and surveyors reporting price rises was at its highest for more than a year, and builders have reported growing demand for new sites.

Yolande Barnes, of FPD Savills, the premium property consultants, warned yesterday: "If homeowners feel they are in good financial shape - as the signs are that many do - we could be about to see the start of speculative activity. We have not necessarily escaped the boom-bust mentality."

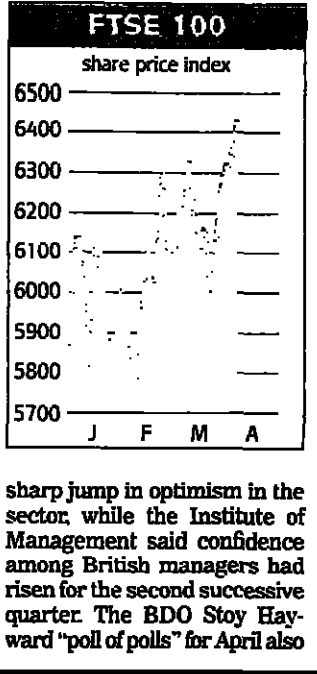
But others worry that the economy is still not strong enough to support a sustained recovery. Martin Ellis, senior economist at Halifax, said: "The rise is patchy, and in some parts of the country prices have not moved."

Firm expectations of another interest-rate cut from the Bank of England helped fuel the surge in stock prices, analysts said. Most City economists believe the Bank will tomorrow reduce rates by a quarter-point to 5.25 per cent, despite fresh signs of reviving confidence.

On the foreign exchanges, the rate-cut hopes sent the pound tumbling to an 18-month low against the dollar of \$1.585. Neil Parker of Royal Bank of Scotland said: "The market is fully pricing in a rate cut."

Few analysts thought that growing signs of economic optimism - revealed by three business surveys out yesterday - would deter the Bank from making its sixth interest-rate cut in seven months.

The Confederation of British Industry/Deloitte & Touche survey of services pointed to a



found evidence of a recovery in optimism.

This week could also see rates fall in the euro zone, say analysts, with the European Central Bank due to meet tomorrow. Several City economists believe the ECB could trim rates amid growing fears about the economic outlook in Germany, Europe's largest economy. Others, though, said the buoyant economic position elsewhere in the euro zone would convince the ECB to hold its fire. A survey revealed that French consumer confidence remained at a record high level for the second consecutive month, while the Reuters/NTC Purchasing Managers Index suggested that the pace of the decline in European manufacturing had begun to slow.

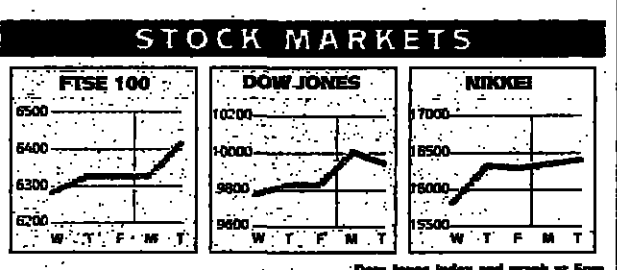
Outlook, page 15

Biotech investors merge funds

TWO OF Britain's leading biotechnology entrepreneurs yesterday teamed up to form a £250m fund to invest in drug development companies all over the world. Chris Evans, the multi-millionaire chairman of the venture capitalist Merlin Ventures, said it had agreed a merger with International Biotechnology Trust, an investment trust led by Jeremy Currock Cook, a highly regarded fund manager. IBT had been part of Rothschild's biotechnology unit until the merchant bank's decision to pull out of the troubled sector earlier this year. A merger between IBT and BIL, another Rothschild fund, founded last week.

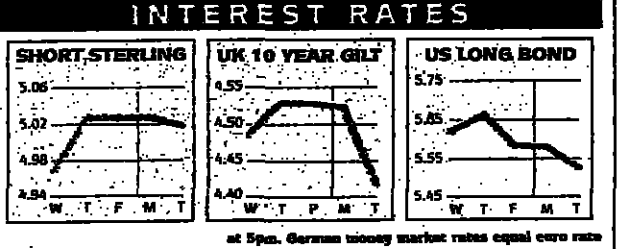
Murdoch in cable TV deal

RUPERT MURDOCH yesterday cemented an alliance with fellow media magnate John Malone by agreeing to take over the sports cable-TV division of Liberty Media Group, headed by Mr Malone. AT&T's unit Liberty will swap half of Fox/Liberty Networks for \$1.43bn (£890m) of non-voting American depositary receipts in News Corp, the media giant led by Mr Murdoch, giving it an 8 per cent stake. Liberty will also buy half of a 5 per cent stake in News Corp held by MCI Worldcom, the telecoms giant, for \$700m, making it the second largest shareholder in News Corp after Murdoch family interests.



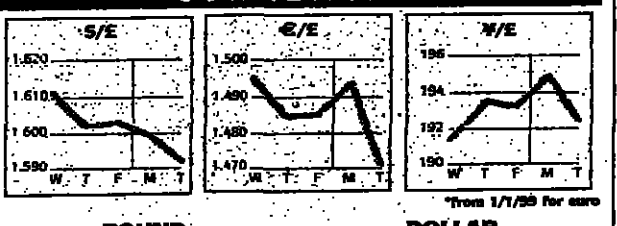
INTEREST RATES

Index	Close	Change	52 wk high	52 wk low	Yield (%)
FTSE 100	6415.30	+85.30	6399.10	4599.20	2.42
FTSE 250	5456.70	+3.40	5970.90	4247.60	3.25
FTSE 350	3037.90	+34.70	3031.20	2210.40	2.55
FTSE All Share	2938.28	+32.06	2931.89	2143.53	2.60
FTSE SmallCap	2407.00	+2.00	2795.80	1834.40	3.64
FTSE Pacific	1310.00	+3.00	1517.10	1045.20	4.01
FTSE AIM	870.10	+1.60	1146.90	761.90	1.16
FTSE Europe 100	2967.24	+36.37	3079.27	2018.15	1.94
FTSE Europe 300	1274.34	+13.26	1332.07	890.63	1.88
Dow Jones	9870.49	+39.40	10083.31	7400.30	1.59
Nikkei	16479.71	+144.93	16756.89	12787.90	0.78
Hang Seng	11072.98	+130.78	11506.03	6544.79	3.21
Dax	4965.29	+30.70	5217.83	3833.71	1.62
S&P 500	1310.03	+3.09	1517.10	1045.20	1.75
Nasdaq	2567.09	+6.84	2750.10	1357.09	0.28
Joronto 300	6763.90	+25.10	7837.70	5320.90	1.56
Brazil Bovespa	11264.65	+240.51	12339.14	4575.69	3.88
Belgium Be20	3299.06	+33.81	3713.21	2696.26	2.00
Amsterdam AEX	536.34	+2.71	600.63	366.58	1.87
France CAC 40	4304.48	+74.63	4404.94	2881.21	1.68
Milan MIB30	37093.00	+482.00	39170.00	24175.00	1.04
Madrid IEX 35	10011.30	+270.60	10989.60	6869.90	1.75
Irish CSE100	5362.69	+75.81	5581.78	3732.57	1.54
S Korea Comp	666.73	+19.95	651.95	277.37	1.04
Australia ASX	3092.90	+59.50	3005.20	2386.70	3.06



MONEY MARKET RATES

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S Korea Comp	666.73	+19.95	651.95	277.37	1.04
Australia ASX	3092.90	+59.50	3005.20	2386.70	3.06



POUND				DOLLAR			
	At Span	Change	Yr Ago		At Span	Change	Yr Ago
Dollar	1.5928	+0.08	1.5668	Sterling	0.5278	+0.42p	0.5000
Euro	1.4705	+0.57c	1.4079	Euro	0.9230	+15.63c	0.8571
Yen	192.41	+40.71	224.62	Yen	120.72	+40.25	134.70
E Index	101.70	-0.50	107.80	\$ Index	109.00	+0.60	111.00

OTHER INDICATORS

Close	Chg	Yr Ago	Index	Chg	Yr ago	Market Rgn
FTSE 100	+85.30		6415.30			UK
FTSE 250	+3.40		5456.70			UK
FTSE 350	+34.70		3037.90			UK
FTSE All Share	+32.06		2938.28			UK
FTSE SmallCap	+2.00		2407.00			UK
FTSE Pacific	+3.00		1310.00			Asia
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Dax	+30.70		4965.29			Germany
S&P 500	+3.09		1310.03			US
Nasdaq	+6.84		2567.09			US
Joronto 300	+25.10		6763.90			Canada
Brazil Bovespa	+240.51		11264.65			Brazil

Don't

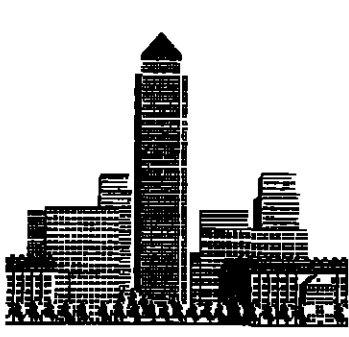
10

Don't expect calamity on Wall Street

THERE COMES a point at which numbers lose their meaning. The Dow reaches 10,000 - so why not 11,000? This was certainly the reaction of one prominent Wall Street bear yesterday, Ed Yardeni of Deutsche Bank. To be scrupulously fair to Dr Ed, as he styles himself on his website, his bearishness concerns the future rather than the present, and the huge recession he reckons will result from the year 2000 computer problem. But, as even he admits: "There are more people considering leaving their jobs so they can trade stocks on their home computer than survivalists preparing for the Y2K calamity."

This survivalist admission neatly encapsulates the dilemma for anybody feeling slightly woolly about prospects for share prices right now. The alternative options are both so extreme. On the one hand there is the karmic view taken by true believers in the Internet hype - that in the new economy whatever people believe to be true about valuations is true.

On the other is the catastrophist theory that Wall Street is a bubble inflated far beyond anything that could be justified by fundamentals, such as expected profits. It might take the merest prick - in the form



OUTLOOK

of bad news on profits, or the trade deficit or interest rates, never mind a computer bug-related slump - to burst the bubble and send shares tumbling by 50 per cent or more.

The trouble with this second theory, plausible though it might seem, is that as long as there is so much cheap money sloshing around it is almost bound to be proven alarmist nonsense. Which other economies look worth buying? What other assets offer significantly better yield? Hi-tech stocks have reached silly valuations, but where else is business as strong, and with such a robust technological lead, as in corporate America?

For all these reasons, it is still hard

to see what could send Wall Street tumbling in the short-term. There is certainly excess froth in Internet stocks, and the rise in shares is not as broadly based as it might be for comfort. Yet there is also a recognition on Wall Street of the genuine achievements of Main Street, Silicon Valley and - not least - the marble pillared splendour of the Federal Reserve Board in Washington DC.

The right position to adopt on stock markets, both in the US and Europe, is not to expect too much. On the other hand, calamity seems as improbable as a continuation of the spectacular gains of the last 10 years.

Tie Rack downer

TWO MONTHS ago, this column wrote that if Roy Bishko, the perennially upbeat South African who runs Tie Rack, were to attempt to take his company private at currently depressed prices, the City would string him up, given the loss of shareholder value that has occurred in the last two years.

Well, yesterday Mr Bishko duly unveiled a public to private bid. The price is a little bit higher than it was then, but by not enough to justify a lesser sentence. Indeed, the terms might reasonably call for a cruet punishment rather than a mere hanging - Mr Bishko, unlike everyone else, comes out of it smiling.

Strictly speaking, yesterday's £22.6m bid is from one of Tie Rack's suppliers, the Italian silk tie and scarf producer, Frangi. However, Frangi generously insisted that it would not be prepared to do the deal unless guaranteed of Mr Bishko's continued involvement. As a result, for little more money than he is getting for his existing 4.9 per cent shareholding in Tie Rack, Mr Bishko ends up with a 20 per cent stake in the ongoing business, Frangi Investments. Not bad, not bad at all for someone who has lost so much for so many.

As it happens, outside shareholders have little option but to accept Frangi's insulting 43.5p share offer, irrevocable undertakings to accept, mainly from an obscure Swiss trust, have already been given in respect of 45.6 per cent of the share capital. But to add insult to injury, they are even being advised to do so by the spineless HSBC Investment Bank, which has been helping independent directors form an opinion on the bid.

According to HSBC, the trans-

mutation of Mr Bishko's 4.9 per cent stake into a 20 per cent one is explained by the leveraged nature of this transaction. Furthermore, HSBC insists, Tie Rack requires quite a lot of investment going forward, involving considerable risk. There is no guarantee that the turnaround is going to be achieved. The fact that at the last count the business contained £11m of cash - amounting to about half the value of the offer - is a temporary and seasonal phenomenon, HSBC says.

There may not be much ordinary shareholders can do to halt this shabby little buyout. But they should be careful not to involve themselves with Mr Bishko again.

Tesco loyalty

LOYALTY CARDS may be a pain in the purse or wallet, given that research shows that most people have at least two of the things, but they are here to stay. Shoppers like them because they receive a (very small) discount on their purchases. Retailers love them because they can build up valuable databases of customers' shopping habits.

When Wal-Mart looked at its data

a few years back it noticed a link between buying beer and nappies. It transpired that men were being asked to buy nappies on the way home from work and were treating themselves to a few beers at the same time. Wal Mart positioned six-packs next to the Pampers and sales soared.

Weapons like this are invaluable tools in the marketing managers' armoury and so it is no surprise that they are gradually being refined. The latest move is by Tesco, which is reportedly looking at upgrading its ClubCard scheme by moving towards a three-tier system under which the biggest shoppers will receive far greater rewards than those who simply buy a few items. Instead of rewards being proportional - say a penny for every pound spent, the heaviest shoppers will receive a disproportionate benefit.

Research shows that 80 per cent of sales are typically accounted for by just 20 per cent of customers. So why treat everyone the same? Pampering your biggest spenders is a logical extension of the system. But while this may all seem fair, there are potential pitfalls. Firstly it means that shoppers with smaller bills - say the elderly or students - are effectively subsidising big-spending families. Secondly it means size rather than loyalty becomes the issue. Given that today's poverty-stricken student is tomorrow's big-spending family, discriminating against the former category may not be such a good idea after all.

Reed shambles

HARD AS it to believe, the fiasco at Reed Elsevier goes from bad to worse. First the two obvious internal candidates, Nigel Stapleton and Herman Bruggink, decline the invitation to become chief executive of the new unitary board. Then it emerges they are each being paid an extra £140,000 to keep running the ship while an external appointment is organised.

Now it transpires that the leading candidate - widely assumed to be Jonathan Newcombe of Simon & Schuster - has pulled out, leaving the Anglo-Dutch publishing group well and truly in the lurch. Two members of the board, including the chairman, have walked out in disgust and the headhunters are back on the case. The annual shareholders' meetings next week should be fun.

IN BRIEF

3i raises stakes in Electra battle

VENTURE CAPITAL group 3i yesterday stepped up the battle for control of Electra with a warning that it would drop its £1.25bn bid if shareholders back Electra's wind-up proposals next week.

In its final salvo sent to Electra shareholders last night, 3i claims Electra's plan to buy back up to 40 per cent of its shares and wind up the trust would cost up to £136m. 3i said it would make no sense to continue its bid in those circumstances. Electra disputes the figures, saying all but £16m costs is already included in their numbers.

UK lags behind

CORPORATE Europhobia in the past three years has left UK plc seriously lagging continental rivals in the cross-border merger stakes, claims Close Brothers, the investment bank.

While continental firms have indulged in an orgy of cross-border activity, pushing total mergers up from £156bn in 1996 to £321bn in 1998, acquisitions by UK firms elsewhere in the EU fell to £5.2bn in 1998 from £6.1bn in 1996. Acquisitions by EU companies of British firms hit £12.5bn last year.

Caradon sells

CARADON, the building products manufacturer, has sold its North American doors and windows businesses to US firm Nortek for \$66m (£42m) cash, taking the total proceeds of its sale programme to £134m.

US yes for drug

SKYE PHARMA received fast-track approval for one of its drugs from the Food and Drug Administration of the US. DepoCyt, to be marketed in the US by Chiron, is a treatment for lymphomatous meningitis. Skyepharma shares closed up 3.5p at 64p.

FitzGerald and Davis join the £1m pay league

BY MICHAEL HARRISON
Business Editor

TWO MORE of Britain's leading businessmen have joined the £1m-a-year league after their pay packets were boosted by big one-off bonus payments.

Niall FitzGerald, chairman of the consumer products giant Unilever, earned a total package of £1.16m last year, up from £985,000 in 1997.

Mearwhile Sir Peter Davis, chief executive of the life assurance company Prudential, earned a total of £1.5m, including shares allocated under the company's long-term incentive plan.

Mr FitzGerald earned a basic salary of £680,000. On top of this he received a bonus of £532,000 and benefits in kind worth £104,000. The bonus included an award of matching shares.

In addition, he was awarded a further 120,000 share options, taking his total share options to 635,000. The options are currently showing a paper profit of £1.18m.

Sir Peter earned a salary, including bonus, of £688,000. But in addition to this he was allocated 90,236 shares worth £812,000 under Prudential's long-term incentive scheme. The shares will be released to him next year.

The four executive directors of Prudential were conditionally awarded a further total of 205,000 shares with a current



Unilever chairman Niall FitzGerald boosted his basic £680,000 pay with bonus and benefits worth £436,000

value of more than £1.6m. The shares will be released in 2001.

The board of National Express, the coach, rail and airport group, also enjoyed big pay rises last year. Phil White, chief executive, saw his total package, including shares awarded under the company's long-term incentive scheme, rise to £877,000. He also made a £562,000 profit by cashing in share options.

But the highest paid National Express director was its finance director and deputy chief executive, Colin Child, who took home a total of £1.95m. This was made up of a salary including bonus of £473,000, a long-term bonus of £238,000 and a profit of almost £1.3m from the exercise of share options.

Alan Kelsey, National Express's former group corporate development director received a pay-off of £415,000 after a board dispute with Mr White.

COMPANY RESULTS						
Name	Turnover (£)	Pre-tax (£)	EPS	Dividend	Pay day	X-div
Development Securities (F)	37,405m (30.88m)	20,049m (12.42m)	56.7p (42p)	3.3p (3p)	07.07.99	07.05.99
Walker Group (F)	74,380m (66.193m)	33,122m (27.841m)	36.52p (5.09p)	2p (3.70p)	06.07.99	07.06.99
Walter (F)	10.2m (8.8m)	0.217m (0.382m)	1.84p (2.76p)	1.2p (1.6p)	07.05.99	
(F) = Fiat						

Blair seeks to water down employment proposals

THE PRIME MINISTER is trying to water down radical proposals which would effectively force all 1.3 million British companies to establish disciplinary procedures to deal with errant staff.

Employers have told Tony Blair that the code of practice which accompanies the Employment Relations Bill would place unacceptable burdens on business.

The Bill gives employees the right to be accompanied by a trade union official at disciplinary hearings, where such a mechanism exists.

Controversially, the code will advise employment tribunals to take a dim view of companies that fail to establish such procedures.

Business leaders, including

BY BARRIE CLEMENT
Labour Editor

Rupert Murdoch, have registered deep misgivings about the whole initiative, which they believe will strangle industry in red tape. They contend that it will be far more difficult to get rid of troublemakers and employees who are simply incompetent.

Business representatives, however, have failed to dilute a clause that stops employers dismissing strikers for the first eight weeks of industrial action. Companies wanted the period reduced to four weeks, but Ian McCartney, Trade Minister, successfully resisted the intervention.

Mr McCartney argued that ministers should not try to re-

open negotiations on the proposals, which led to conflict inside the Government and damaged relations with trade unions.

Employees' representatives have warned that the unions' continued financial support of the Labour Party was being put in jeopardy.

Meanwhile, the Low Pay Commission may be asked to reconsider the amount allowed for tied accommodation where an employee is paid the national minimum wage of £3.60 per hour introduced last Thursday.

Employers believe that £20.00 per week for housing is too little, although the Commission has so far resisted attempts to increase it.

Mr Blair is also keen to alter the way in which the European

working time directive has been implemented. Businesses have been critical of the requirement to keep detailed time records of staff who have agreed to work more than 48 hours per week.

The Prime Minister has become increasingly persuaded that the combination of European employment law and home-grown legislation on union recognition may be difficult for businesses to cope with. Downing Street is also conscious that New Labour's business-friendly image may be tarnished.

Acting through Lord Falconer, a Cabinet Office minister, Mr Blair has sought amendments to the Employment Relations Bill as it passes through Parliament.

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Andover	Andover Road, Andover, Hants	Wokingham	Wokingham Road, Wokingham, Hants
Arlebury	Arlebury Road, Arlebury, Bucks	Wokingham	Wokingham Road, Wokingham, Hants
Ashted	Ashted Road, Ashted, Bucks	Wokingham	Wokingham Road, Wokingham, Hants
Aylesbury	Aylesbury Road, Aylesbury, Bucks	Wokingham	Wokingham Road, Wokingham, Hants
Barnet	Barnet Road, Barnet, Herts	Wokingham	Wokingham Road, Wokingham, Hants
Barnet	Barnet Road, Barnet, Herts	Wokingham	Wokingham Road, Wokingham, Hants
Barnet	Barnet Road, Barnet, Herts	Wokingham	Wokingham Road, Wokingham, Hants
Barnet	Barnet Road, Barnet, Herts	Wokingham	Wokingham Road, Wokingham, Hants
Barnet	Barnet Road, Barnet, Herts	Wokingham	Wokingham Road, Wokingham, Hants

CLASSIFIED

Legal Notices

No. 1518 of 1999

IN THE HIGH COURT OF JUSTICE
CHANCERY DIVISION
COMPANIES COURT
IN THE MATTER OF WIGGINS GROUP PLC
AND IN THE MATTER OF THE COMPANIES ACT 1985

NOTICE IS HEREBY GIVEN that the Order of the High Court of Justice (Chancery Division) dated 24th March, 1999 confirming the reduction of the share premium account of the Company by £20,201,620 and the reduction of the share capital of the Company from £11,270,962.16 to £10,000,000 and the Minute approved by the Court showing with respect to the share capital of the Company as altered the several particulars required by the above-mentioned Act were registered by the Registrar of Companies on 30th March, 1999.

Dated this 31st day of March, 1999

3rd & 3rd of 90 Foster Lane, London EC4A 3DF
Solicitors for the above-named Company
Tel: 0171 415 6000
Ref: LDM/CW/WIGGHS

STEPHENS INC LIMITED
Trading as James The Second

NOTICE IS HEREBY GIVEN pursuant to Section 98 of the Insolvency Act 1986 that a meeting of the creditors of the above named company will be held at the following time and place:

At: 11.30 in the forenoon
On: Wednesday 14 April 1999

For the purposes mentioned in Sections 99 to 101 of the said Act.

Creditors wishing to vote at the meeting must bring their proxy, together with a full statement of claim, to the meeting. The meeting will be held at the registered office of the Company at 11.30 in the forenoon on Wednesday 14 April 1999.

For the purpose of voting, a secured creditor is entitled to appoint a proxy to attend the meeting and vote on his behalf. The proxy must be in writing and must be signed by the creditor or his agent. The proxy must be deposited with the liquidator not later than 10.00 am on the day of the meeting.

NOTICE IS FURTHER GIVEN that the Liquidator, James The Second, is authorised to accept a statement of claim from a creditor who is unable to attend the meeting, provided that the statement is accompanied by a full statement of claim and is signed by the creditor or his agent.

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	M	PM	Time
14	42.8	2306	
15	39.4	2314	
17	8.2	1400	
18	6.7	2603	
19	27.2	1724	
20	16.1	1700	
21	11.8	2209	
22	-	-	
23	25.5	4708	
24	15.0	5000	
25	43.7	5946	
26	36.8	5912	
28	22.2	1021	

MAIN MOVERS									
RISES					FALLS				
	PRICE(P)	CHG(P)	%CHG			PRICE(P)	CHG(P)	%CHG	
Measurement UK	47.75	5.00	11.70		Yorkshire Water	447.80	-52.50	-24.00	
BP Amoco Plc	16.75	1.50	10.70		Johnstone Oil	47.00	-54.50	-11.80	
Wigginsley Grp	24.50	2.00	8.89		Forwards	3.75	-0.85	-11.80	
Glaxo Grp	1415.80	111.00	8.51		Vale Cattle	281.00	-28.00	-9.98	
Quaker Oats	185.80	13.50	7.57		Maiden Grp	230.00	-25.50	-11.09	
Marl & Co	436.25	38.75	7.58		Yule Cattle	332.50	-21.00	-6.32	
Wentworth	241.58	20.75	7.57		Great Union St	687.50	-56.00	-8.15	
Midland Yms	48.75	4.25	7.47		Tarmac	100.50	-5.50	-5.19	
Scottish Pwr	255.80	17.00	6.91		DCS Grp	582.50	-36.50	-6.28	
Scottish Wgr	188.50	7.00	6.90		Magnum	1157.50	-55.00	-4.54	
MARKET LEADERS									
TOP 20 VOLUMES at 5pm									
	Stock	Stock	Vol.	Stock	Stock	Vol.	Stock	Stock	Vol.
1	BP Amoco Plc	25.84	19.11m	1	Cable & Wireless	15.10m	1	Lloyds TSB Grp	8.59m
2	Wigginsley Grp	22.88	17.26m	2	Amoco Plc	12.50m	2	British Wreath	8.25m
3	Glaxo Grp	21.81	14.61m	3	Southwest	12.50m	3	Amoco Plc	8.25m
4	Glaxo Grp	21.81	14.61m	4	Southwest	12.50m	4	Amoco Plc	8.25m
5	Glaxo Grp	21.81	14.61m	5	Southwest	12.50m	5	Amoco Plc	8.25m
6	Glaxo Grp	21.81	14.61m	6	Southwest	12.50m	6	Amoco Plc	8.25m
7	Glaxo Grp	21.81	14.61m	7	Southwest	12.50m	7	Amoco Plc	8.25m
8	Glaxo Grp	21.81	14.61m	8	Southwest	12.50m	8	Amoco Plc	8.25m
9	Glaxo Grp	21.81	14.61m	9	Southwest	12.50m	9	Amoco Plc	8.25m
10	Glaxo Grp	21.81	14.61m	10	Southwest	12.50m	10	Amoco Plc	8.25m
11	Glaxo Grp	21.81	14.61m	11	Southwest	12.50m	11	Amoco Plc	8.25m
12	Glaxo Grp	21.81	14.61m	12	Southwest	12.50m	12	Amoco Plc	8.25m
13	Glaxo Grp	21.81	14.61m	13	Southwest	12.50m	13	Amoco Plc	8.25m
14	Glaxo Grp	21.81	14.61m	14	Southwest	12.50m	14	Amoco Plc	8.25m
15	Glaxo Grp	21.81	14.61m	15	Southwest	12.50m	15	Amoco Plc	8.25m
16	Glaxo Grp	21.81	14.61m	16	Southwest	12.50m	16	Amoco Plc	8.25m
17	Glaxo Grp	21.81	14.61m	17	Southwest	12.50m	17	Amoco Plc	8.25m
18	Glaxo Grp	21.81	14.61m	18	Southwest	12.50m	18	Amoco Plc	8.25m
19	Glaxo Grp	21.81	14.61m	19	Southwest	12.50m	19	Amoco Plc	8.25m
20	Glaxo Grp	21.81	14.61m	20	Southwest	12.50m	20	Amoco Plc	8.25m
FTSE 100 INDEX									
HOUR BY HOUR									
	52 week	52 week	52 week		52 week	52 week	52 week		52 week
Low	High	Low	High	Low	High	Low	High	Low	High
10:00	6330.0	6435.5	Up 10.5	15:00	6429.0	Up 0.0		10:00	6330.0
11:00	6330.0	6435.5	Up 10.5	16:00	6429.0	Up 0.0		11:00	6330.0
12:00	6428.0	Up 0.8	12:00	6428.0	Up 0.8			12:00	6428.0
13:00	6428.0	Up 0.8	13:00	6428.0	Up 0.8			13:00	6428.0

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SPORT

'The course is quite ordinary. The fairways are wide, there is no rough as such and the speed of the greens is silly'

Augusta's no wonderland to Alliss



THE BRIAN VINER INTERVIEW

THE 1967 US MASTERS does not leap out of the history books. Jack Nicklaus missed the cut, which was a bit of a shocker. The winner was Gay Brewer, who had lost a play-off to Nicklaus the year before. Otherwise there is not much to remember, yet Peter Alliss recalls the 1967 Masters with unfortunate clarity, for he left Augusta that April with the dreaded yips, the putting equivalent of Dutch Elm Disease which would eventually curtail his distinguished playing career.

"I did a 71 or 72 in the first round," he recalls. "In the second round I got to the turn in 36, had a four at the 10th and was on the edge of the 11th green in two. I putted up to about five feet short and then, that's where my bad putting started. Suddenly I was 20 feet past. Boom, boom, boom, boom. The ball just seemed to stay on the putter. I was playing with Gene Littler, and he said 'What the hell are you doing?' I said, 'I'm buggered if I know'."

'I think he put down a nine but... it could have been 11 from the edge of the green. It was the first time I had the yips'

know. He said 'What should I put down?' I said I had no idea. I think he put down a nine, but I'm sure it was more. It could have been 11 from the edge of the green. And that was that. It was the first time I'd ever really had the yips and it wasn't a good place to have them."

Alliss had played once before in the Masters, in 1965. "But I had turned down eight invitations before that. A dear friend of mine, Norman Sutton, who died last week at the age of 91, and was a footballer with Tranmere Rovers before taking up golf and becoming the pro at Exeter Golf Club, was invited 11 times and never went. Now, when you say you've had invitations and not bothered to go, people look at you as if you have four heads."

"But it was a monstrously long journey with a guarantee of \$400 at a time when there were four dollars to the pound, and when you finally got there you'd be up against Ben Hogan, Jimmy Demaret, Lloyd Mangrum, with next to no chance of winning. I was very proud of the people who did go. The likes of Peter Oosterhuis, Peter Butler, Maurice Bembridge. I've often said that Bembridge's 64 round Augusta 20-odd years ago was one of the greatest rounds in the history of the game."

Ditto Nick Faldo's final 67 to demolish Greg Norman in 1996. And the opening 70 of Tiger Woods a year later. "Tiger arrived with all this balmy, then went to the turn in 40 and all the wisecracks, probably including me, started saying 'well, it's different when you get into the cauldron...'"

Then he came home in 30 and went on to win by 12 or 14 shots, the most spectacular victory I've ever seen." Was Alliss aware, when Woods won the Masters, of an unease at the Augusta National, where the role of blacks had previously been to carry bags and pick up litter?

"No, not at all. But I know that Charlie Sifford, who was the first black player to compete at that level, had a pretty shitty time. At four below level-fours - 68, if you must - Alliss has now reached the stage at which he is almost as venerable a golfing institution as his near-contemporary, the Masters itself. Along with Richie Benaud and Bill McLaren, not to mention Henry Longhurst, Brian Johnston, John Arlott, Dan Maskell and Peter O'Sullivan in years gone by, he is one of



Alliss through the camera lens: He is the first to admit that he doesn't know it all, though at one stage Nick Faldo begged to differ

David Ashdown

those much-loved commentators who have become part of the fabric of their sports. And one of the many pleasures of spending an hour or so in his company - which I have done several times, never hearing the same anecdote twice - is that he says precisely what he thinks. For example, unlike almost everyone in the world of golf, he is not afraid to criticise Sacred Cow Golf Club, otherwise known as the Augusta National.

"The course is quite ordinary, which is a sacrilegious thing to say. The fairways are up to 70 yards wide, there is no rough as such, and water on only four or five holes. The greens are huge, the speed of the greens is silly, and flags are put in silly places, which is the only protection they have. If I was being brutal I would say there are no more

than four very good holes and a couple of great holes. The 12th is just difficult. The 13th, I think, is a stunning hole. The 16th is only made by the slope on the green. The finish is pretty ordinary."

"I believe in my heart of hearts that the Masters is a wonderful occasion which has been slightly inflated. They have done everything they can to make it magical and mystical and they have pretty much succeeded. I have learnt a lot about it over the years. They built the course on the way from New York to the baseball training grounds in Florida, so all the old pressmen used to drop in on the way down, and received wonderful hospitality."

"When Henry Longhurst went, and Pat Ward Thomas from the Manchester Guardian, they were given a lovely place to stay, with a

cook, and a fridge full of New York strip steaks or whatever. So they did a lot to build it up, especially once Palmer arrived, because the Masters wasn't much before him. Of course, there is no doubt that if you go for the first time as a spectator, and the weather is nice, and the flowers are out, and you have the right tickets, then it's magic. It is certainly very well run. I've been going for 35 years and I've never found a weed. I've looked everywhere, even in the car park."

The two men responsible for creating and nurturing the mystique of the Masters were Bobby Jones - the all-conquering amateur from Atlanta, still the only golfer to win the hallowed Grand Slam, in 1930, for which he was honoured with a ticker-tape parade through the streets of New York - and his friend Clifford

Roberts, a wealthy investment broker. "Roberts," Alliss recalls, "was a tyrant of a man. A racist, you could argue. And he and Jones fell out at the end. He didn't go to Jones' funeral. He was a strange man. There is a great story about the cabins that they built at Augusta. The first was the Eisenhower cabin, a four-bedroomed place just off the putting green, and one of the members said 'hey, that's a good idea Cliff, we could do with another of those'."

The next time the man went, another cabin had been built. And he said 'that's nice'. Then someone told him the house manager wanted to see him. And there was the bill, for \$27,000, which was a lot of money 30 years ago. That's the sort of thing Roberts did."

"The membership, you know, is

very carefully controlled. There are, more or less, a couple of members from each state, and let's say one of the members from Oregon is in the timber business. If he dies, they will try to find another timber man from Oregon. They won't have a timber man from Oregon and another from Wyoming, because there might be a clash of interests. They don't like to think of business being done on the course, although there is, millions and millions of dollars' worth."

"You know, I can't tell you the number of times people have said to me that they are going to Atlanta on business and thought they might pop over to take a look at Augusta. I say, 'you can't'. They say 'no, I don't want to play. I just want to take a look'. I say 'you can't'. They don't believe there are guards, and that you can't even get up the drive. There isn't one golf club like that in the UK. Even at Muirfield you can drive up and have a look around. I suppose the secretary might wander out and say 'can I help you?' But in America there are probably 300 golf clubs where you can't get up the drive. Golfing snobbery is in its infancy here... Its infancy."

In other respects, though, the gap between American golf and British golf has narrowed. Not so very long ago the idea that a British player might win the Masters once was absurd enough, let alone three different Brits - Faldo twice, Woosnam and Lyle - in four consecutive years. So what about this year? My own feeling is that of our three best hopes, Montgomerie wants it too badly, Westwood doesn't yet want it badly enough and Faldo can't nail the crucial eight-foot putts any more. Alliss is less specific. "I would like an Englishman to win, and if not, a

'People want to pop over to take a look [at Augusta]. I say 'You can't'. They don't believe there are guards'

British player, and if not, a Continental. I must say I would like to see Seve have a good Masters, as well as Norman, Lyle, Woosnam and Faldo."

A couple of years back it was said that Alliss and Faldo loathed each other. Their supposed feud was built up to the point that it was a surprise to see them at the same tournament without duelling pistols. Mostly stuff and nonsense, insists Alliss. "We never failed to send each other Christmas cards," he says. "And I admire him enormously. Although I've never understood why he took his game to pieces. Under pressure he still has that little flatty loop at the top, and we've never known what he would have achieved if he hadn't rebuilt his swing. I couldn't understand why he was always tweaking things. It was like Damon Hill, with a perfect car, saying 'let's just put an extra puff of wind in the tyres'. You wanted to say 'It's OK, leave it alone'."

The saga started when Alliss said something slightly critical about Faldo and the golfer, asked for his response, sneered at those who climb a few steps to a commentary box and think they know it all. Or words to that effect. Alliss would, I think, be the first to admit that he doesn't know it all. There was a time when he didn't even know how to negotiate the 11th green at Augusta in fewer than 11 putts. But he knows a good deal of it. And long may he share it with us.

Television coverage of the Masters begins on BBC2 tomorrow at 9pm.

Woods aims to reclaim No 1 status

DAVID DUVAL may have overtaken Tiger Woods as the No 1 player in the world but Duval dementia has a long way to go to catch up with Tigermania.

"When I go to the range, things are still the same," Woods said. "The only way David has made my life easier is in not having to do a mandatory press conference every week."

That was not an option this week for the 1997 Masters champion and the first question was how it felt "to be Avis, number two". Having spent more than half his short, 31-month professional career as the world's best player, it is ironic that his first appearance as the No 2 for almost a year should be at the venue where Woods appeared to have turned the sport into a one-man show two years ago.

Woods' 12-stroke victory at Augusta was his fifth of a seven-month pro career. But in the last 18 months,

By ANDY FARRELL in Augusta

he has won just twice in America to Duval's 11 victories. His win at The Players' Championship two weeks ago meant the world rankings finally reflected what everyone else in golf thought. "I knew the points were going to stack up for David sooner or later," Woods said.

But Woods, 23, was not about to admit the man four years his senior was the best player. "He is playing better," Woods said. "I like my chances. It's all cyclical. Everybody is going to have their run, and I had mine. David's having his, and it's all part of the game. I think it's a good motivation for me that he is playing extremely well, but you can't get caught up in that."

"I have to try to improve my game if I'm No 1 or if I'm missing the cut. And I have been getting better. I've just not been able to get as many

wins or play the shots down the stretch."

While Duval was winning his second tournament in a row last week, Woods was at home, away from the attention, and preparing with his usual intensity. In the last two years the winner of Woods' warm-up match against Mark O'Meara at their base in Orlando has also won at Augusta. According to Woods, the match did not happen because O'Meara was unwell.

But according to O'Meara, who last night served up sushi and fajitas at the past champions' dinner, there is more to the story. "We did play 18 holes last Thursday and I clipped him," O'Meara said. "I shot 31 on the back nine and holed a bunker shot at 17. He can't deny that, but I did let him win the money back on the putting green."

"But our real match was going to be on Friday and Tiger was all fired up. He wanted revenge but we didn't

have the match we wanted. He birdied the first three holes and then we got to the fourth tee and there were two groups on the hole, so we said 'Forget it'."

O'Meara, better than anyone else, knows what losing the No 1 ranking meant to Woods. "Does it bother him? Probably yes. He wants to be the man. David wants to be the man. That's good for golf. I think Tiger wants to get that No 1 ranking back."

The so-called attempts to "Tiger-proof" Augusta National will have little effect on Woods himself. For instance, moving back the tee at 17 to bring the Eisenhower tree more into play will not bother him. While other will have to go round, he still goes over it. "It is a huge advantage to the longer hitters," O'Meara said.

Woods said he is close to recapturing the width in his backswing he had when winning two years ago. "In 1997, I was able to drive the ball very

long, obviously, but I was also able to position the ball on the left or the right of the fairway to attack the pin positions I wanted to and use the slopes as they were designed to be used," he explained.

That win means Woods is one up on Duval where it matters, in majors wins. "It helps knowing you have done it before, you've fended off the best players in the world and won a major. That gives you confidence down the stretch when you are a little nervous, your hands sweating and your eyeballs are beating."

The back nine on Sunday is, Woods said, a darker place than people realise. "I think there's gamesmanship being played every week. Guys pull things the public don't hear or don't see. Sam Snead told me he used to cough on guys' backswings. You know, Seve tends to get a little sore throat every once in a while. It's part of the game."



Tiger Woods practises at Augusta National on Monday Reuters

European Cup semi-final: The man called a 'water carrier' by Cantona will have a key role at Old Trafford tonight

Desire still strong for Deschamps

FOR DIDIER Deschamps, this is a time of records. Last week, winning his 83rd and 84th caps against Ukraine and Armenia, he set a new French mark, eclipsing the one established by Manuel Amoros, a member of the great side of the early 1980s. And tomorrow night at Old Trafford, all being well, the little midfielder player will surpass Alain Roche's record of 65 appearances in the European Cup when he takes the field with Juventus to face Manchester United in the first leg of their semi-final tie.



RICHARD WILLIAMS

old Juventus team mate - have also been mentioned. "Anything's possible," Deschamps said last week. "I could stay or I could go. Five years at Juve, that's a long time, and yet it's not."

Nine months ago, Deschamps captained his country to victory in the World Cup, receiving the medal of the Legion d'Honneur and a permanent place in his nation's roll-call of heroes. Since then he has celebrated his 30th birthday and watched his club endure their rockiest season in years while somehow managing to stagger into the last four of a competition whose final he and his colleagues have graced for the last three years.

And, even as Deschamps prepares to fight for the right to appear in a fourth consecutive final, the gossips are beginning to suggest that this will be his last season in the black and white stripes of Juventus, whom he joined from Marseilles in 1994. Contracted until 2001, at a salary just short of £1m a year, he is currently in negotiation about whether to stay in Turin or spend the remainder of his career, which he estimates at another three seasons, elsewhere.

Among possible destinations are Athletic Bilbao, who are said to have offered double his present salary and are also presumably able to appeal to his Basque origins. Marseilles, with whom he won two French championships and the European Cup of 1993 (later annulled after the Bernard Tapie match-fixing scandal), are rumoured to be interested in luring him back to the Stade Vélodrome. Monaco and Chelsea - managed, of course, by an

'Each time I take the field, it's as though I'm playing for my place. I still push myself as hard as I did in my early days'

about it yet, even Ancelotti, because I know that he's got other problems, to do with the playing situation of the team." Born in Bayonne, in France's rugby heartland, Deschamps played first for a local club, Avignon. At 15 he joined Nantes, where he played alongside the young Marcel Desailly. After four years he went to Marseilles and then spent a single season at Bordeaux before returning to the Vélodrome, where he was part of a squad that included Jean-Pierre Papin, Chris Waddle and Basile Boli.

Deschamps has another European Cup winner's medal (from 1996, against Ajax), an Intercontinental Cup medal, a

European Super Cup medal, one Italian Cup winner's medal, two Italian Super Cup medals and three Serie A championship medals to show for his time in Turin, but he is the sort of player whose achievements inspire respect rather than affection. Zinedine Zidane will be the one to take the historic place of Michel Platini in the hearts of Juve's fans; for Deschamps there will be the sort of appreciation accorded to the doer of unglamorous but necessary tasks.

What, exactly, does Didier Deschamps do? That's easy. He patrols the centre circle, always available to receive a pass from a defender or a wide player under pressure. His function is to transfer the ball as quickly as possible to someone who can make the best creative use of it - and usually, in the case of both Juventus and France, that means Zidane.

He doesn't score goals - there are only 17 to his name in 381 First Division games in France and Italy. His passing is rarely of the sort that takes

solitely devoid of vanity.

Such players do more than anyone to maintain the shape of a team in times of stress - a virtue prized by the best coaches, and usually appreciated more by their fellow players and their club's season-ticket holders than by casual observers. The time he starts worrying about his image, Deschamps has said, will be the time he knows the end is near.

Ball-winning is among Deschamps' tasks, but it is not high on the list of his priorities since Juventus's defenders, operating a zonal system, do most of the tackling and intercepting. He is nevertheless a significantly abrasive character who has raised many hackles through his fondness for waving an imaginary red or yellow card to draw the referee's attention to some supposed infringement - and he may even have been among the inventors of this distasteful modern habit, although he seems to have curbed the instinct lately.

The absence of Zidane from matches for both club and country has demonstrated Deschamps' weakness - an inability to compensate by adapting his own contribution. Zidane's suspension from the match against Paraguay during the World Cup finals proved that the captain lacks the creative instinct needed to fill the void - in fact, as France's plight grew more desperate, Deschamps was chief among a group of players who seemed reluctant to receive the ball and try to break the stalemate. Against Ukraine and Armenia in recent days, and against Empoli on Saturday, Zidane's knee injury still drew no constructive response.

Deschamps himself makes no secret of the awe with which he regards Zidane. "He's the opposite of me," he told L'Equipe recently. "He's the young genius who's been touched by grace and skill since the cradle. Some people were lucky enough to play



Didier Deschamps: 'I could stay or I could go. Five years at Juve, that's a long time'

Empires

alongside Maradona or Platini. And I can say, 'I had the good luck to play with Zidane, for Juventus and for France.' Isn't that something?"

Inevitably, he puts his own success down to a professional attitude and a continued appetite for hard work. "Each time I take the field," he said, "it's as though I'm playing for

my place. These days, I know that I'm not going to be judged on a single performance. But I still push myself as hard as I did in my early days, analysing my own performance and reflecting on what's happened - because, in football, the wheel turns quickly. And it's also a question of being honest with myself. He's won the lot, so he's not trying any more' - that's something I never want to hear said. Of course, sometimes I have a bad match, but I've never cheated and I've always given my maximum. I want to be able to look myself in the face."

He won't rule out the possibility of leading the defence of the World Cup in three years' time, but at the moment his

sights are fixed on captaining his country to the finals of Euro 2000. "As long as the passion is still there, and as long as I still have the desire to train every day, I'll continue," he said. "But I'm not going to carry on just for the sake of it. One thing's for sure, no one else is going to make the decision for me."

History favours Dynamo

THE EUROPEAN Super Cup may not rank high on every club's list of priorities, but in 1975 it provided Dynamo Kiev with their most memorable European victory to date.

Dynamo, the holders of the Cup-Winners' Cup, beat the European Cup winners Bayern Munich - in the second year of their three-year reign as European champions - home and away with a 1-0 win in Munich and a 2-0 win in Kiev.

The 22-year-old Oleg Blokhin, voted Europe's best player that year, grabbed all three of Dynamo's goals and his first, at a sell-out Olympic Stadium in Munich, saw him go around four defenders before beating the Bayern goalkeeper Sepp Maier to score.

Now Ukrainian fans hope history will repeat itself and their new hero, Andriy Shevchenko, also 22, could do the same in front of the anticipated 86,000 sell-out crowd at Kiev's Olympic Stadium in the

BY MIKHAIL VOLUBUYEV in Kiev

first leg of the European Cup semi-final against Bayern tonight.

As well as the Super Cup matches, Dynamo and Bayern have played four other matches in European competition, with Kiev winning a European Cup quarter-final 2-1 on aggregate in the 1976-77 season and Bayern winning two Champions' League matches in the 1994-95 season, 1-0 and 4-1.

Now, under their veteran coach Valery Lobanovsky, who led them to two Cup-Winners' Cup trophies in 1975 and 1986, Dynamo want to overcome injury-hit Bayern again and reach their first European Cup final.

The Germans, chasing their first win in Europe's top club competition since the last of three consecutive triumphs in 1976, will be without three of their most important players.

All three, the French left-back Bixente Lizarazu, the Brazilian striker Giovane Elber and the midfielder Mario Basler, are nursing knee injuries, with Lizarazu and Elber facing lengthy lay-offs.

To add to Bayern's injury problems, their combative German international midfielder Jens Jeremies, who scored an outstanding goal for his country against Finland last week, has a sore thigh muscle, but is expected to play.

Bayern, who had won their last eight matches without conceding a goal, had to be content with a 2-2 draw at their big Bundesliga rivals Borussia Dortmund on Saturday. They fought back from two goals down and then needed a penalty save by their goalkeeper, Oliver Kahn, from Lars Ricken, but managed to stretch their lead over second-placed Kaiserslautern to 15 points.

Meanwhile, Lobanovsky will have all his top players, who

make up the bulk of Ukraine's national team, healthy and ready to go tonight. However, some of them looked sluggish in their last two matches - against Tavria Simferopol in the domestic league and in Ukraine's European qualifier against Iceland a week ago.

Even Shevchenko, who is the top scorer in European club competition this season with nine goals, has been without a goal in his last three matches after scoring at least once in his six previous games.

Shevchenko's team-mates also hope that their top marksman will regain his scoring touch in time for Bayern, as he did back in 1994. Then an 18-year-old newcomer, he scored Dynamo's lone goal against Jean-Pierre Papin and company in the return leg in Kiev.

Dynamo Kiev (probables): Shovkovsky, Luzny, Golevko, Vasylyuk, Kalach, Kharchenko, Gustin, Kosovsky, Yashin, Shevchenko, Rebrov.

Bayern Munich (probables): Kahn, Bommel, Watzsluis, Linke, Jaros, Sprunz, Jeremies, Effenberg, Salinas, Jankovic, Zickler.

Mijatovic dismayed at fine

SPAIN

THE YUGOSLAV striker Predrag Mijatovic expressed surprise at being fined by Real Madrid for missing his club's Primera Division match against Alaves on Sunday to protest against Nato air strikes against his country.

"I don't understand the decision to sanction me," Mijatovic, who scored Real's winning goal in last May's European Cup final, said. He was fined around £22,000 for missing the game against Alaves and told that he could be discarded from the first-team squad if he refused to play in future matches.

Despite the fine, Mijatovic may also miss Sunday's game against Celta Vigo. "I don't know. It depends what is going on in my country," he said. Five other Yugoslav internationals also boycotted Spanish Primera Division matches last weekend - Celta Vigo's Goran Djorovic, Real

AROUND THE WORLD
EDITED BY
RUPERT METCALF

Mallorca's Jovan Stankovic, Valencia's Miroslav Djukic, Real Oviedo's Albert Nadj and Tenerife's Slavisa Jokanovic. None of the other five have been fined.

Lorenzo Sanz, the Real Madrid president, said: "Some decisions we don't like taking, but if we let discipline be broken then it is goodbye to the club. I know he thinks what he did was right, but in fact he abandoned his place of work." On the day of the match, Mijatovic attended a rally against the air strikes.

YUGOSLAVIA

DESPITE THE fact that Nato air strikes have hit central Belgrade this week, the Greek club AEK Athens intend to play a friendly against Partizan Belgrade in the Yugoslav capital tonight.

The match, which was proposed by the Greeks, is intended to show solidarity with the Yugoslav people. "We've won many titles on the field. This will be a humanitarian title," said the AEK president, Dimitris Melissandis.

The AEK party, comprised of 16 volunteer players, club officials and politicians, left Athens yesterday and were due to spend the night in Budapest, Hungary. They will set off by bus this morning, arriving in Belgrade shortly before the game. They have had no guarantees of safety. Admission fees and television revenues from the match will be donated to Yugoslav humanitarian organisations.

POLAND

POLAND'S FOOTBALL association (PZPN) said yesterday it would not meet a FIFA deadline to set a date for leadership elections, thus endangering the national team's future in the European Championship.

World football's ruling body last week ordered the PZPN to declare an election date by tomorrow or risk being thrown out of Euro 2000, in which the Poles are in England's qualifying group.

Marian Dziurawicz, the autocratic leader of the PZPN, has refused to either bring elections forward from next year or to step down. Poland's sports minister, Jacek Dembski, has accused the PZPN of incompetence and corruption, and last week threatened to resign if new leaders were not elected within four months.

Describing the FIFA deadline as "unrealistic", yesterday the PZPN said it may set an election date within three weeks.

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SPORT



ALLISS' AUGUSTA NIGHTMARE P18 • HEARNS STILL A HIT P20

European Cup semi-final: Italians have only praise for confident Ferguson's formidable team

Juve wary of United's power play

THE IMAGE of Alex Ferguson seething on the touchline, red in the face with steam coming from his ears and invective from his lips, is so prevalent that even his son, Jason, once called for a "Fergie fury" camera shot while covering a match for Sky Television.

Yesterday the Manchester United manager could not have been more different. Sitting in Old Trafford's VIP lounge, facing a media battery of 11 television crews and more than 50 journalists, he spoke in such a whisper that only those in the front row could hear him clearly. He was so subdued you wondered if the enormity of tonight's European Champions' Cup semi-final, first leg against Juventus had got to him.

The reality is that he was trying to strike that difficult balance between showing confidence and arrogance, and respect rather than fear, aware that a wrong word could be used to deflate his team or inflame the opposition. He was certainly careful not to repeat the derogatory comments about Italians that led Uefa, football's governing body, to fine him £2,300 after the quarter-final with Internazionale. In response to a question on the subject from an Italian journalist, he insisted he had spoken in jest. That is unlikely, since Ferguson generally thinks carefully about his public comments.

Yesterday he indirectly played down the influence of Zinedine Zidane, who is expected to play after injury, and Carlo Ancelotti, the new coach at Juventus, by stressing how relieved he was at not having to face the skills of the injured Alessandro Del Piero or the wiles of the departed coach, Marcello Lippi.

FOOTBALL

BY GLENN MOORE

He said nothing about tonight's referee but that was probably because he has full confidence in Manuel Diaz Vega. England fans may remember the Spaniard for giving a harsh penalty against Stuart Pearce in the opening match of Euro 96, but United recall his impressive displays in his matches away to Fenerbahce and Monaco.

INSIDE



He is the sort of player whose achievements inspire respect rather than affection

Richard Williams considers Juventus' record-breaking midfielder, Didier Deschamps

Page 22

Instead Ferguson concentrated on his own team. Jaap Stam, also fit to play, had been in "fantastic form", Roy Keane was "a very influential player". He could have gone through the entire eleven for United: unbeaten in 20 matches since mid-December, they are fit and flying. "We're really up for this one," Keane said.

"If we start well we have a

fabulous chance," Ferguson added.

And so they do, but Juventus must not be underrated. They speak favourably of United. "We have to score," said Antonio Conte. "If we get beaten 2-0 like Inter it will be the end. *Finito*. You cannot come back from that score against United."

Angelo Di Livio added his own paean of praise. "In all the time we played under Lippi United were the only team who made us feel inferior."

But, stressed Conte, Juventus have been here before. This is their fourth successive European Cup semi-final, and they have won the previous three.

Ten of their likely line-up played in the final in Amsterdam last year. Three of them, the goalkeeper Angelo Peruzzi, Didier Deschamps and Di Livio, played in all three finals. By contrast, this United have played one semi-final, which they lost, two years ago. "Strange things happen to players in these matches," said Conte. "Some grow, some disappear."

Ferguson noted: "They have experience. They keep their heads and they have scored a few away goals." The crucial away goal - denied to Inter, conceded to Monaco and Dortmund, United's conquerors in the last two seasons - Juventus expect to get one.

"They are an extremely good side," said Filippo Inzaghi of United, "but they let you play. Inter had plenty of chances, even at Old Trafford."

Given chances, Inzaghi will convert one and he will need to be closely watched by Stam. So, too, will Zidane, even if not fully fit. He is likely to play in an advanced role, which could lead to



Zinedine Zidane gets the feel of Old Trafford yesterday as Juventus prepare for tonight's European Cup semi-final first leg

Empics

United including Ronny Johnsen to pick him up rather than Henning Berg.

Such individual contests will be repeated all over the field: David Beckham against the experienced Gianluca Pessotto; Dwight Yorke against the muscular Paolo Montero; and, most crucially of all, Keane and Paul Scholes confronting Edgar Davids and Deschamps. The quartet are all on a yellow card each, and it will be a surprise if all are available for the second leg in Turin.

Juventus, like United, are unbeaten in this year's competition despite scraping through

the group stages and almost going out to Olympiakos in the previous round. It is, admitted Ancelotti, "not a champagne Juventus". However, he added, it has "character and experience".

What it should no longer have is an aura of invincibility. United beat Juve at Old Trafford last season and outplayed them in Turin. They have the ability to win and both they and Juventus know it. The reverse also applies, so it will come down to who performs closest to their potential. United should win, but they are unlikely to put the tie out of reach.

TONIGHT'S PROBABLE TEAMS AT OLD TRAFFORD

IRWIN	GIGGS	CONTE	MIKOVIC
STAM	KEANE	COLE	INZAGHI
SCHMEICHEL	BERG OR JOHNSEN	SCHOLES	YORKE
G NEVILLE	BECKHAM	DAVIDS	DI LIVIO
MANCHESTER UNITED	Kick-off 7.45 (ITV)	PERUZZI	MONTERO
		DESCHAMPS	PESSOTTO
		ZIDANE	
		JUVENTUS	

Anfield fine for Fowler as FA acts

BY ALAN NIXON

ROBBIE FOWLER has been fined £32,000 by Liverpool and warned as to his future conduct for his "drug-taking" goal celebration and looks set for further punishment after being charged with misconduct by the Football Association.

The England striker was stunned by the size of the penalty - a week's wages - and the severity of the disciplinary measure that followed a public outcry over the way in which he marked his opening goal in the Merseyside derby against Everton last Saturday. He knelt down, put a finger to the side of his nose and appeared to snort the white goal-line, as if it were cocaine.

Fowler apologised for his antics and Liverpool at first stood by him, but the condemnation from both inside and outside the game has been such that the club has now handed out one of its biggest penalties.

Fowler, who was expected to play, was called before the board at a meeting yesterday and given a serious dressing-down in front of the manager, Gerard Houllier.

The club issued a statement saying the board was aware that the FA had announced it was charging Fowler with misconduct, "but none the less imposed a very substantial fine. This will be donated privately to a number of local charities."

The statement also explained that Fowler had been given "a formal warning about his future conduct".

Fowler's laddish performance came on top of fracas with Graeme Le Saux. The

striker's behaviour, in deliberately pointing his backside at Le Saux, was seen as offensive by the Chelsea defender, who later struck out at Fowler. As a result, both players will appear before the FA on Friday. Fowler could be fined by the FA on both counts and be suspended.

Fowler, who has also had to pay a £2,000 fine for turning up late for training under Liverpool's penalty code, has been given a clear message from the top that he has to be more responsible, with the ultimate possibility that he will be sold even though he only recently signed a new contract at Anfield.

Houllier at first suggested Fowler had been copying Robert Song's goal celebration, imported from his French club, Metz. Later he questioned Fowler and learned for the first time about taunting from Everton fans about unfounded allegations of drug-taking.

Houllier and the player have been left in no doubt that the club will not tolerate any light-hearted nonsense that provokes problems among supporters. Fowler will be hoping that Liverpool's action will dissuade the local police from being hard on him in their investigation of a complaint from a member of the public.

The bad news for Fowler came as the Professional Footballers' Association announced a scheme to fine persistent offenders a proportion of their wages after they have picked up eight bookings. More serious penalties could be introduced for

players who are sent off, with fines of 50 per cent of wages for a first red card, rising to 75 per cent and then possibly 100 per cent for successive offences. Players dismissed for violent conduct and other serious offences that warrant a three-match suspension would carry a fine equal to one week's wages.

The PFA's chief executive, Gordon Taylor, stressed that the maximum penalty would be the docking of two weeks' wages, the level at which players can be punished at present. "Players are reluctant to be fined, particularly when they are doing their job," he said. "My concern is for offences which are not intended fouls at all, but misjudgement of tackles."

There are fears that the fine system could hit the poorest paid PFA members in the lower divisions particularly hard but Taylor denied that would happen. "We are trying to be even handed all the way round and we want the game to be played in the right manner. Players are committed to playing for their clubs," he said. "Some chairmen want to pay players nothing when they are suspended, but that is totally wrong."

The proposal to fine miscreants emerged from a series of talks involving the Premier League and the Football League, and Taylor said the players' union were not responding to threats from the chairmen. The PFA's management committee will now discuss the recommendations, and Taylor said they still needed "refining".

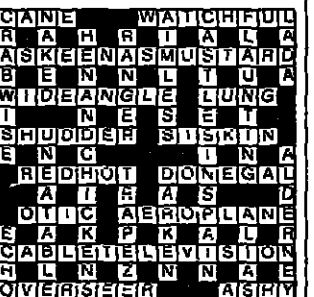
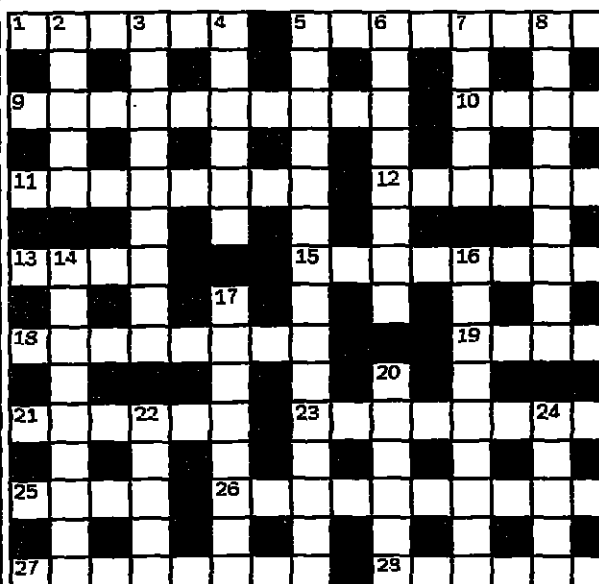
More football, page 23

THE WEDNESDAY CROSSWORD

No.3890 Wednesday 7 April

by Corylus

Tuesday's Solution



ACROSS
1 Lethargy brought about by translation of Proust (6)
5 Water carrier as carried by heretic leader (8)
9 Support the Spanish swimmer thrusting forward (10)
10 Indifferent couple of notes (2,2)
11 European republic where mother keeps familiar with one Violet (8)
12 Hateful party returned with debts (6)
13 Part of church in falls from grace? (4)
15 Neat place established by a new US intelligence group (8)
18 Con men I'm confusing with memory trick (8)

19 Time to fish could be when this is in? (4)
21 One with a gun shot a lizard (6)
23 Resort about racing place (8)
25 A right church gateway (4)
26 Sort of necking allowed in public school (4,6)
27 Accid destroyed in product of burning coal (4,4)
28 Back up push gent and introduce delay (3,3)

DOWN
2 Powerful car covers foot of swimmer (5)
3 Transported a lot of paper, just fancy (4,5)
4 Comparatively wicked, maybe, coming up to
6 Double economic success of skyscraper? (8)
7 It's alternative put up for Swiss potato dish (5)
8 A French daughter maintaining bad duties should be not even looked at (9)
14 Following divine Greek, for example, I cry out fine funeral words (9)
16 Eccentric economy-allowed one vegetarian dish (3,6)
17 Film could be this: not open to the public (2,6)
20 Polar region suitable for cooling foot? (6)
22 Help comprehending acid measurement in garden problem (5)
24 Workers short in Scottish island (5)

YOU'LL NEVER WALK ALONE

DAVID MOORES, A LIVERPOOL DYNASTY, AND A VERY PRIVATE BATTLE



Inside: Which way for Railtrack? And how does it keep shareholders and regulators on board? page 5

Going virtual: how to run a company from home, page 4

Who's the tax adviser with all the answers? page 6

Plus: Hamish McRae, Diane Coyle, Derek Pain, Jonathan Davis and The Trader

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THE BUSINESS WORLD

The home is once again becoming a factory

THE CELEBRATION of Easter, aside from being the biggest holiday weekend of the year, is also the celebration of the home – the time of the biggest burst of spending on DIY and at garden centres, and in many places the busiest time for the estate agents too. At first sight this seems like a burst of consumption and in many ways it is. But it is also a burst of investment, and that investment is greatly increasing the productive capacity of the country. For the home is itself changing: or rather the way many of us use our homes is changing, for instead of it being solely a place to live it is becoming also a place to work. The home is becoming a factory again.

Again? Yes, in the sense that many of the economic activities now carried out in factories used to be carried out in the home. Think back to early Victorian times. A much higher amount of food processing was done in the home – the idea of buying a sandwich would have seemed ridiculous. Clothes were made at home. Entertainment was made at home, instead of being bought in from factories in Hollywood.

Then came the factory revolution. Over a period of 150 years a greater and greater proportion of output was manufactured in places specifically designed for that purpose. It was cheaper to make something in a factory than to make it at home, for the factory could deliver economies of scale, and a level of investment that no home could match. But now all is changing. This is to some extent because economies of scale have become less significant in manufacturing but mostly because of two developments, the invention of the personal computer and the development of the Internet.

This has had an immediate impact on employees. Many of us now work on better computers at home than we have in the office, so that any task that needs to be done on screen can be done just as easily at home. E-mail makes communication between the home and the workplace seamless, and the Internet is starting to bring into the home as good a quality of information as could be obtained from the research department at work. The two new technologies are also having an impact on company

structure in many ways – for example, better information within the business has enabled management to become much leaner but it has also transferred power from senior management down the line. But as far as the home is concerned, the main impact is that they reduce the entry barriers to economic activity. As a result it is much easier to start a business, or be self-employed. Almost invariably, that means starting businesses in the home. The home is not just becoming a factory, it is also a nursery for new businesses.

The broad forces noted above are now becoming pretty widely accepted: there is nothing revolutionary about these ideas. What people have hardly begun to think about are the implications for the shape of the economy. These are enormous. For a start, many of the figures we work on are becoming irrelevant. Take investment. The statisticians are trying to distinguish whether a PC bought for the home should be counted as investment or consumption, but how do you count a loft conversion which is used partly as an office and partly as a spare bedroom? Nor do



HAMISH MCRAE

If this trend continues, houses will have to become very different places. The process will utterly transform the way many of us live our lives

we know how much of the output of the country is generated at home. My guess would be between 5 and 10 per cent, but I have seen no figures on this.

What is clear, though, is that if the trend continues, homes will have to become different places. They will, most obviously, need to become larger, primarily to take the kit and create a workspace clearly separated from the living space. In addition they will need to create an environment in which people can spend a larger proportion of their time. If you are only at home for four or five waking hours you need less space than if you are there for 15.

US homes generally are built on a scale that enables them to function effectively as factories. British homes, by contrast, are usually too small to do so. It is an enormous challenge for architects to think of ways in which space can be added, and existing space can be used more effectively. The change in the role of the home will also affect the environment about it, and the services it needs. Electronic communications self-evidently become more important – in particular,

getting high-speed access to the Internet – but that is becoming relatively easy to fix. The problem is getting the cost to an acceptable level. But some other services may become less important. For example physical communications in the sense of cheap commuting services may become less important, as the proportion of workers who have a regular commute will decline. People will still need to travel, but to different places and on a less regular schedule.

The array of small services that home businesses need will take care of themselves: one of the reliable features of the capitalist system is that if there is a demand for a service it will be met. There are bigger potential problems with large enterprises, for example with landlords, particularly in the public sector, and with financial services. Public-sector owners of stock need to learn to welcome their property being used as a business, not something that they are accustomed to do.

Insurance companies tend to split their commercial and home divisions. As the distinction between the two blurs, they need to adjust

not just policies but the way they service their clients. The home-worker is a great source of additional business, but do financial service companies see it that way? There is a practical limit to the size of a business that can be run from a home. So do not expect the present physical structure of the commercial world to disappear. Even if 1890s warehouses and factories office blocks are being converted into dwellings, many people will still commute to an office, even if they do not need to do so every day.

But if the growth of home working continues, as I believe it will, the process will utterly transform the way many of us live our lives.

We will witness the gradual retreat of a system of production – the factory, be it a conventional one manufacturing things, or a white-collar one producing services – that has lasted for 200 years. And because new businesses tend to be started at home, the more we can recognise and smooth the path of this transition, the more likely we are to get the pay-off in terms of more rapid job creation and faster economic growth.

DATELINE: MOSCOW, RUSSIA

Hungry for success under a new order

IT WAS not a business proposition for the fantheater. You had to handle clients who danced drunk and half-naked on your fittings. You had to scare away corrupt officials, eager to pocket a cut from your profits. And when the cops fired their AK-47s into your ceiling, you had to react calmly and cordially.

For more than three years Doug Steele, a Canadian entrepreneur, not only handled but positively revelled in these conditions as the proprietor of the Hungry Duck in Moscow. Located within yelling distance of the Kremlin and the Lubyanka, nerve-centre of the Russian security services, it was widely billed as the raunchiest bar on the planet.

And it probably was. It is certainly hard to imagine anything much wilder or wilder. Mr Steele imported to Russia the concept of Ladies' Night – only his ladies were hundreds of young Muscovite women who were allowed to drink free for two hours, cheering wildly while a troupe of male strippers performed.

Only after this tawdry performance ended were men allowed in. By then, the scenes were bacchanalian; almost all the women would be dancing on the beer-soaked bar and table tops while the management

BY PHIL REEVES

looked on approvingly. There was no stranger sight in Moscow.

It became an emblem for the lawlessness, moral disorientation and hedonism of the new Russia. As the Hungry Duck's notoriety grew, aided by the occasional fistfight or shooting, so did its profit margins – even though, according to the *Moscow Tribune* newspaper, its \$2.8m (£1.7m) in gross annual sales were nibbled at by an outlay of \$120,000 (£73,600) in bribes. But last month it closed.

It was no longer suitable for Russia's political climate, which has become far more austere since last year's financial crisis. The Hungry Duck caught the disapproving eye of parliament: a delegation of MPs walked in as a male stripper was performing simulated sex to the Soviet national anthem. After complaints in the chamber, reported on national news, Mr Steele realised the game was up.

Thus he joined thousands of other businesses in Moscow and beyond that have been forced to adapt during the last eight months.

For most of these, however, the main blow was Russia's debt default and rouble devaluation last August, which left

millions of people with funds frozen in the banks. The impact has been immense: since then, small and medium-sized businesses have laid off an estimated 1 million part-time staff and 14 per cent of full-timers.

To that should now be added the Balkan conflict, which will scare off yet more Western investment and further emaciate the service industry.

One travel agency said last week that it again had no orders, after fighting to recover from last year's upheaval. Survival, rather than profit-making, has become the name of the game – and the secret to that is adaptability.

A year ago, when Moscow (unlike most of Russia) was enjoying a minor boom, Grigory Baltser opened a shop called World of New Russians in a chic and expensive new underground shopping centre next to the Kremlin. He wanted to cash in on the market for amusing gifts by parodying the small, very wealthy, often criminal, class of nouveau riche.

His stock includes a \$1,900 (£1,100) ceramic chess set in which the pieces are armored jeeps and hoods in sunglasses, and traditional lacquer boxes showing porcine Maoists in a steam bath, mobiles pinned to their ears. He was aiming at the buyer with cash to spend on



Dancers gyrate in Moscow's Hungry Duck – before disapproving politicians forced its closure

David Brauchli/AP

frivolities, so the events of last August could hardly have been more damaging.

But Mr Baltser, 35, moved quickly. He left the shopping centre for a more modest location and has temporarily trimmed staff salaries – a move that, being without real trade unions, Russian workers are as-

tonishingly willing to accept. He has yet to make a profit, but says he is breaking even.

"We are survivors. Yes, it is a bad hit, but I am not pessimistic. We are simply going through a period of correction," he says.

But it is not easy. Bureau-cracy and corruption militate

against quick changes. According to Irina Khakamada, a Russian politician and economist, it takes three months to register an enterprise – four times longer than in Poland, which is comparable in terms of per capita GDP.

And fire, sanitary, health and tax inspectors and other over-

sight agencies on average pay four times more visits than their Polish counterparts.

But is Doug Steele adapting too? The answer is yes. He is said to be concentrating on a more orthodox bar named Chesterfields while drawing up plans to open another, to be called the Swinging Frog.

Nor has he given up hope that the Hungry Duck will rise again. He is mulling over a revival, not in Russia but in the beleaguered world of neighbouring Belarus, a police state.

That's optimism, for you – an indispensable quality if you want to do business in what used to be the Soviet Union.

A WEEKLY DIGEST OF THE WORLD'S FINANCIAL PRESS

The Economist

THE ECONOMIST

China's latest bid to join the WTO is welcome, but US negotiators must not rush into a deal for the sake of it

PRECISELY BECAUSE China is so important, it would be a disaster if it were to join the World Trade Organisation on the wrong terms. The WTO exists to open markets through transparent multilateral rules, enforced by an impartial dispute-settlement mechanism. China's economy on the other hand, is still largely state-controlled. China should only be allowed into the WTO if it liberalises a broad range of sectors and applies its laws in a transparent and impartial manner.

Even if US talks secure a deal with the Chinese, Congress may not approve it. The mood on Capitol Hill is protectionist and anti-Chinese. A final agreement must come from the WTO itself, in Geneva. Sir Leon Brittan, the EU trade commissioner, has warned against a 'sweetheart' deal between the US and China. It would be a pity if this were another false dawn. But a bad deal would be worse than another delay.

- Editorial

BusinessWeek

BUSINESS WEEK

The release of PC virus 'Melissa' last month shows businesses that they should ensure software is protected

AS COMPUTER bugs go, Melissa is a doozy. On 26 March someone posted this new virus on the Net's alt.sex.newsgroup and from there it spread across the Internet.

Embedded in the e-mail were the name 'Melissa' and a list of porn Websites. Within days, Melissa had infected thousands of computers across the US, Europe and Asia.

The Net is the perfect distribution vehicle for computer viruses – connecting nearly 200 million people worldwide. Melissa instructed computers to send e-mails to the top 50 names in recipients' address books.

Thankfully, Melissa turned out to be an annoyance rather than a truly destructive force. We all got off easy. Still, it should be a wake-up call to business organisations and individual computer-users everywhere: some day, one of Melissa's nastier relatives could come calling.

- Steve Hamm, Software Editor

FINANCIAL TIMES

FINANCIAL TIMES

On the recovery of the Asian economies and why improvement may only be temporary

THE IMPROVEMENTS in domestic demand are partly temporary. As the year goes on, rising unemployment will discourage spending. If consumption does slump again, there may be no other sources of growth to take its place. And substantial export-led growth will not be possible while there is slow growth both in the region and world-wide.

The weakness of the Japanese and Chinese economies means there is still a risk of a slide in the yen or a devaluation in the yuan; either could undermine regional currency stability and force up interest rates.

It will be at least a couple of years before these economies can operate normally again. Even in the best-case scenario, it is difficult to see how the tiger economies can achieve the virtuous circle of high growth, high investment and high employment they once enjoyed.

- Editorial

U.S. News

US NEWS

Michael Milken, the junk bond king, has returned to the US market place with a new flotation

MILKEN SERVES as chairman of Knowledge Universe, which aims to be the first superbrand in the emerging industry of for-profit education. Just as Milken had a big idea about the bond market – that the rewards for investing in low-rated bonds would more than make up for the risks – his ideas about the importance of human capital form the philosophical underpinnings for Knowledge Universe.

Knowledge Universe is a hedge-podge of a company, with revenues of about \$1.4bn. Its activities are organised into three main chunks. It's Nextera, a consulting firm, that is selling a non-controlling stake to the public this spring.

Over time, Milken may well succeed at rewriting his legend. Will parents balk at having their kids go to a school owned by a felon? If the school is good, probably not.

- Editorial

BARRON'S

BARRON'S

How investors have lost faith in Coca-Cola after the announcement of a short-fall in profits

WHEN BARRON'S argued five years ago that Coca-Cola was losing its ability to achieve 16-20 per cent profit gains every year, the notion qualified as heresy spoken against a revered company. Last week, the words we wrote back in 1994 were being echoed by a choir of Wall Street analysts.

The causes of last week's short-fall announcement echo some of the points made in 1994. Namely, that Coke was relying heavily on financial engineering. We also argued that Coke was far too optimistic in projecting huge increases in consumption in emerging markets.

Though the consensus on Wall Street calls for a 15 per cent earnings rebound at Coke next year, investors' faith in that projection is currently low. Once an unquestioned favourite on the Street, Coke is now a "show-me" stock.

- Editorial

FINANCIAL NEWS

FINANCIAL NEWS

Why the Government's plans for the Financial Services Authority need careful investigation

THE GOVERNMENT has been determined to avoid a repetition of the tortuous path through Parliament of the Financial Services Act in 1986. That ended up groaning under the weight of numerous amendments at the committee stage.

However there are two key questions: is the FSA going to be too powerful? And is it sufficiently accountable?

If the FSA is to be an effective regulator, it needs to have considerable powers at its disposal. But there would be much less concern about the extent of the FSA's powers if people felt it was genuinely accountable.

As the ministry which created the new regulator, the Treasury is an unsuitable body for complainants to go to. The idea of having a permanent parliamentary committee to which the FSA has to report is well worth exploring.

- Editorial

THE WALL STREET JOURNAL

WALL STREET JOURNAL

On the Dow Jones index climbing to over 10,000 for the first time in its history in the last few weeks

IT HAS been a long journey. Indeed, at Dow Jones we have been taking the measure of this passage for more than a century. However, there's a view about that the market's recent exuberance all began with, say, Michael Dell and the Internet Age companies whose valuations can only be scaled with the help of bottled oxygen. Alas, no. This journey began in the early 1980s.

The arrival of Reganomics in the US in the 1980s was propitious. A technological revolution was born, and American's financial markets provided the capital needed.

We here at Dow Jones are celebrating this historic milestone, but that mighty climb to 10,007 in Charles Dow's index reflects much more than the gains in share prices. It measures work well done, by hundreds of thousands of adult men and women. Our hats are off to them.

- Editorial

COVER STORY



The Moores clan at the unveiling of a statue to the patriarchs, Sir John and Cecil; Liverpool FC (top right) winning the Coca-Cola Cup in 1995, their last trophy; and David Moores announcing the sacking of Roy Evans



Trouble at the Kop

BY MARK EVANS

The Moores family is as much part of the fabric of Liverpool as the Liver Bird itself. Retail giants, pools billionaires, football club owners and cultural benefactors, the dynasty established by the autocratic Sir John has been true to its roots. But poor results, internecine squabbles and shareholder revolts have forced them to consider selling the family silver. So far this has been resisted. Now David Moores, who controls Liverpool FC, has called in Schroders to examine the club's future. Is this the first step in the break-up of Britain's biggest privately owned company?

AMONG THE many famous signings that Liverpool Football Club has made over the years, the investment bank Schroders surely ranks as the most unusual. A fortnight ago the City financiers were hired by the club's chairman and owner, David Moores, to advise on the need for an injection of outside capital.

Like the influx of foreign players into the Premiership, it was a recognition that no football club is any longer an island, either when it comes to its star performers or its finances. Not even a club like Liverpool, which has remained fiercely independent under the ownership of the Moores family - the business dynasty that dominates Merseyside.

David Moores is passionate about Liverpool. The only member of the Moores clan to speak with a broad Scouse accent, he was red-eyed and close to tears when Roy Evans was removed as manager earlier this year.

It is also no secret that David Moores has only brought Schroders in reluctantly. For one thing, any injection of new money will severely dilute the Moores family's 68 per cent stake. For another, David Moores has never hidden his suspicion of the flash investment bankers from the Square Mile.

Only last year he defiantly remarked: "I don't see why we should have people in the City who have no love for Liverpool telling us what to do with our club. You only have to look at other football clubs who have got City people on board telling them what they can and can't do. If you're interested in a player, you've got to go to them and it will take days, weeks even, before someone can be signed."

However, after a barren period on the field by Liverpool's high standards, the Moores have belatedly accepted that football success may force it to seek a substantial injection of fresh capital.

A flotation could value Liverpool at anything up to £200m - making it Britain's second most valuable football club after Manchester United. That is not the only course open to the Moores. Other options include the sale of a stake to a media group or some new form of debt financing.

Or David Moores could decide to do nothing at all. This being Liverpool, and this being the Moores family, no one is taking anything for granted. The last time the Moores were tempted to sell a piece of the family silver - the Littlewoods pools and shopping empire - it ended in a family squabble and the business stayed private.

What the patriarch of the family, Sir John Moores, would make of it were he still alive is anyone's guess. But it is a fair bet he would be saddened and angered at the way the present generation are contemplating the sale of their inheritance.

The son of an Eccles bricklayer, Sir John started up in business outside Manchester United's Old Trafford ground, where he sold pools coupons in the 1920s. After a shaky start, his pools scheme caught on. He and his brother Cecil added a mail order business in 1932 and chain stores five years later, and thus was born the Littlewoods Organisation - the largest privately owned company in Britain.

Football has always been close to the Moores' hearts. In 1951, the family took control of the city's other big club, Everton. Sir John took the post of chairman and, famously, made it his first task to sack the then manager, John Carey, during a 10-minute taxi ride to the annual meeting of the Football League in London.

Sir John was the man who once thought nothing of standing on a table at a glittering function in Liverpool and demanding his dinner. At the age of 84, he brutally and quite publicly kicked his son Peter out of the Littlewoods chairman's seat after profits had dipped. He promptly glided back in his trademark white Rolls to take up the reins again.

Sir John's biographer, Barbara Clegg, likens the "brutal directness" of John Carey's dismissal to "the way many a Littlewoods buyer was given the chop on Friday nights before the war".

It was because of his uncle that David Moores came to be in charge of Liverpool FC in the first place. Sir John, ever a man

to back both horses, had acquired a considerable stake in Liverpool as well as Everton in the 1960s. After Sir John's death in 1993 at the age of 97, David purchased his shareholding and thereby acquired a controlling stake.

Unlike other members of the Moores dynasty, David is reckoned to have more in the way of disposable cash. He was one of only three offspring on Cecil Moores' side, while the abundance of grandchildren on Sir John's side has diluted their inheritance.

For that reason, he probably does not need to sell Liverpool to raise money for himself. However, some of the younger members of the Moores diaspora are said to be keener to realise their assets. This was certainly one of the factors that drove the Moores to contemplate the sale of Littlewoods.

For years, rumours of flotation had skulked around the business, and for a time there was a powerful commercial case for it: the assets, most notably the Littlewoods chain stores' freehold property portfolio, are huge. Sir John held on tight, though. He was damned if outsiders would pick over his business.

When he died six years ago there was

no obvious successor for his chair in the boardroom. Both Sir John's sons, John Jr and Peter, had been groomed to succeed him but their hearts seemed to lie outside the business.

John Jr, the eldest son, had managed Littlewoods' retail arm after a period at an American business school but he resigned abruptly after an argument with his father in 1971. Since then he has been at his most content when breeding his beloved Aberdeen Angus cattle.

Peter relinquished his group directorship on the grounds of ill health. In 1994, he sold his six per cent share of the company worth £40m back to other family shareholders. Both John Jr and Peter are gentle souls. If anything it was Sir John's daughter Betty, Lady Granchester (his eldest child), who inherited most of her father's gusto. However, for much of the time she was busy raising six children. It took persuasion from Peter before Sir John

would even allow Betty to be shown the company accounts, says Barbara Clegg.

The Moores went as far as to appoint an ex-Charterhouse investment banker to prepare the ground for flotation. But such is the Littlewoods share structure, it required an alliance of two or three family groups to push through a decision to float. None of the warring factions could see eye to eye.

John Jr ruled out a group flotation, though he said selling off separate pieces of the company was a possibility. His brother Peter argued in favour of going public. John Jr's own son (also John) called for a five-year plan to bring the company to the market.

In the end it stayed in family hands but at some cost to the family shareholders. James Ross, a former chief executive of Cable & Wireless was brought in as chairman and the Moores' stranglehold over the board was loosened. At a landmark annual meeting in 1996, the company's articles of association were finally changed, bringing to an end the practice of Moores family members sitting on divisional boards as "family associates".

In the same year, at a ceremony to re-

name Littlewoods' HQ after his father, John Moores Jr quit the board with a tear in his eye.

Mr Ross has justified the family's faith, focussing Littlewoods on its strengths - the mail order business and the high street, where the company's image was labouring. In 1997, plans for a £175m expansion were shelved.

Group operating profits in the year to April 1998 were up 38 per cent to £109.5m. When an inheritance starts delivering a return, holding on to your chips doesn't seem such a bad idea - even if you are three generations removed from the creator of your wealth. It was the object lesson that this dynasty needed.

To appease those members of the family who would have preferred to see a flotation, Littlewoods sold off 19 of its stores to Marks and Spencer, enabling the business to pay out a £300m dividend to the family shareholders.

At the same time, Littlewoods has begun to move further down the slipway to what some see as an eventual public listing on the stock market. It has brought in a chief executive, Barry Gibson, from the airports operator BAA, and now reports its

results half-yearly as if it were already a quoted company.

Meanwhile, another piece of the Moores' empire, Sir John's majority shareholding in Everton, has already been sold off - but not before more sibling rivalries threatened to prevent a deal.

Peter Moores insisted his father's shares could only be sold to a devotee of Everton football club - "a blue blood", as its dedicated fans are known locally. A new owner, said Peter, should be "selflessly devoted to the club".

His brother, John Jr, had other ideas: "At no stage did my father mention to me anything about 'a true blue'. He had been a keen Manchester United fan until his interest in Everton developed."

In the event, a local businessman, Peter Johnson, who made his money from the Wirral-based hamper business, Park Foods, took control. A "blue blood" he was not. Despite a considerable investment, his tenure at Everton has been memorable only for continued relegation scrapes, getting serious as the season ends, and a procession of furious supporters at his door. He is expected to sell up soon.

Perhaps the most successful of all the inheritances Sir John bestowed on his children was his sense of paternal responsibility. Once again, it is a legacy that still resonates across Liverpool.

It is against considerable odds that Littlewoods, for instance, still retains its base there, a stone's throw from the famous Liver Building, when so many other organisations have deserted the city.

Sir John, a passionate painter, also bestowed upon Liverpool the biennial John Moores Liverpool Art Exhibition (now internationally renowned) offering a £20,000 start in life to up and coming artists. David Hockney has been among the notable recipients.

Sir John steadfastly refused to let the exhibition be moved or to travel to London, ensuring that international art critics make the journey to Liverpool at least once in a while. Some would say these beginnings helped to secure the Tate's northern outpost for Liverpool.

Boys' clubs were also recipients of his cash. Again, it was charity stemming from his personal experience. "He saw that people from a poor background, like him, could fulfil their potential," says one businessman who has worked closely with the Moores. "It was an investment in the way he had grown up."

While Betty and Peter have continued their father's support of art (the Peter Moores Foundation has pumped millions into the sector), John Jr became a passionate champion of educational opportunity. It was a creed that led him to back the transformation of the old Liverpool Polytechnic into the Liverpool John Moores University in the early 1990s. It was the first university in Britain to be named after an individual.

"His interest in the university comes through a desire to promote access for people who would not otherwise have had the chance," says the business colleague. "If JMU became Ivy League material and research-driven, John Moores Jr would not be interested."

The Moores hardly exude money - even though they continue to feature in lists of Britain's richest people. "The problem for the new generations is that much of their wealth is not liquid," says Professor Tom Cannon, one of the consortium that tried to buy Everton's shares from Sir John's trustees in the mid 1990s. "They have all gone into land and the wealth is tied up in Littlewoods stock," he says. But times are changing. The improvement in Littlewoods' financial fortunes and Liverpool's need for outside capital make both businesses ripe for sale.

Outsiders may at last be invited to develop the business that Sir John Moores moulded. But now it's time for the reshaping of Liverpool Football Club. Schroders needs to prepare for a few little emotional outbursts. After all, there's a Moores man in there.

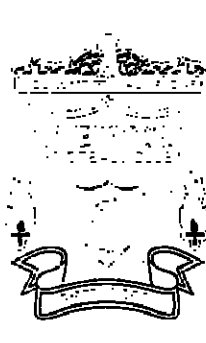
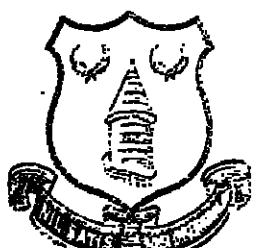
He loves the place to distraction and he doesn't want to let go just yet.

DIVIDED INHERITANCE: THE MOORES

JOHN WILLIAM MOORES, m. LOUISA FETHNEY



SIR JOHN MOORES
1896-1993; Founded Littlewoods 1924; benefactor of Everton FC in its Sixties glory days



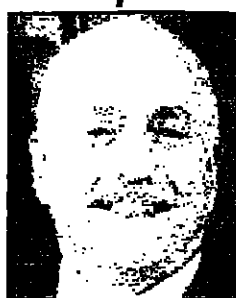
CECIL MOORES
Co-founder of the Littlewoods empire, who died in 1989



BETTY GRANCHESTER
Widow of 2nd Baron Granchester. Her son James, 3rd Lord Granchester, is involved with Everton FC



JOHN MOORES JR
born 1928; Director, Littlewoods 1950-96; his son John Moores III left Littlewoods in 1995



PETER MOORES
born 1932; opera enthusiast and benefactor; Chairman, Littlewoods 1977-80; sold his stake 1994



JANATHA STUBBS
Youngest child of Sir John; Peter gave her his Everton shares; a retiring figure, she runs a hotel in Malta



DAVID MOORES
Chairman of Liverpool FC and owner of 68 per cent of the club; recently sacked Roy Evans as joint manager

ENTERPRISE ISSUES

GEM of an idea for the modern market-place

ONE OF the many intriguing aspects of new information and telecommunications technologies is their scope for creating entirely new types of work. An example is the growth of telephone counselling: busy and stressed-out professionals can call a sympathetic listener, who will give them advice about how to get through difficult meeting or deal with career problems.

Another possibility would be the development of professional takers-in of parcels to serve the growth of online shopping. Each neighbourhood needs a reliable pensioner or stay-at-home carer who can take in deliveries for people near by who go out to work.

It is easy to see how demand for a huge variety of new services might grow, and easy to envisage people who want to provide them. The question is how the market will evolve. In any market there is an innate problem of matching demand to supply – not only must the price adjust to the market-clearing level, but the buyer has to have enough information to want to make the purchase from any given supplier. This matching problem, which depends on access to infor-

mation, is why we have advertising. But it grows more difficult the more personal the scale. Parcel-watching grannies are unlikely to list their services in the Yellow Pages, any more than babysitters.

But there is a model for creating small-scale markets in Local Exchange Trading Schemes, which involve exchanges of services for a notional currency – ironing for dog-walking, transacted via cowrie shells. Often these schemes are monitored and conducted on a single desktop computer.

This bottom-up growth is unlikely ever to reach a significant scale, however, precisely because all the schemes are so local. A recent book proposes an ambitious scheme to create a national online network of linked markets for everything everywhere. Called "guaranteed electronic markets" or GEMs, they would run alongside conventional e-commerce but could in theory offer much more attractive prices because they embody the key advantage of Internet trading: disintermediation.

The book, *Net Benefit* by Wing-ham Rowan (Macmillan Business Books), spells out detailed proposals for the Government to cre-

ate a legal framework and technological infrastructure for GEMs. Important elements would include secure encryption, regulations for the protection of privacy and a system for licensing or guaranteeing standards.

If these basics could be provided, the system – built and run by a private-sector consortium or franchisees – would electronically do the job of matching buyers and sellers of any good or service you can think of. If a customer ordered clothes from a retailer, she would be linked to another GEM to order delivery and another to find the stay-at-home gran to take in the parcel. Big retailers could participate but would have no advantage over small ones. All would meet minimum quality and reliability standards, or be kicked off the system.

It could in theory be the ideal, perfectly competitive market described by Adam Smith in action for the first time in any real economy. The big business stranglehold over the consumer could be circumvented. Mr Rowan suggests. He outlines extensions from economic to political democracy, through the use of GEMs to im-



DIANE COYLE

I have more confidence in the efficiency of a supermarket chain than in Whitehall to organise my electronic transactions

plement popular environmental schemes, for instance.

As with any utopian vision, the plan for ubiquitous GEMs contains a vital insight taken to extremes. The extremism lies in the argument that there has to be one universal system. This simply isn't necessary: the beauty of the Internet is that it does not need central planning. It also implies the existence of a store of information about individuals that would raise serious concerns about civil liberties no matter how well it was supposed to be safeguarded.

The insight, however, is that the Government needs to be involved now in the creation of an electronic infrastructure – not just the technical standards and cabling, but also the legal and regulatory framework for online transactions. All markets depend for their success and economic efficiency on their context: electronic markets are no exception.

Mr Rowan draws parallels with other big steps in the creation of infrastructure, such as the public water supply, the rail and road system or indeed the Internet itself. All have depended on government input, whether it was direct

funding or regulatory protections such as an exclusive franchise for a certain period. But, of course, the patterns of governmental involvement have been varied. One example, France's Minitel, certainly created a popular and widely used electronic market, but at the expense of putting the country behind in its embrace of the Internet some years later.

Some of the advantages the GEMs would offer are already on their way – secure encryption of financial details, for example. There are also already private auctions and markets – not just high-profile ones such as eBay but also Loo's online version.

Certainly, it is up to the Government to ensure that the law applying to Internet transactions (including copyright) is clear and enforceable, and to encourage the use of electronic transactions by allowing people to file their tax returns or claim benefits online. It promises this will be possible by 2006. Ensuring fair access to the online world is also crucial, and must be part of every aspect of policy from education to town planning. Electronic trading also offers exciting possibilities for, say, the NHS

or education "market", for making public services more responsive and efficient.

But does the Government really need to enforce or hurry along the disintermediation and increase in competition likely to be caused anyway by the Internet by creating an entire replacement distribution system?

The answer depends on whether you believe buyers are at an insurmountable disadvantage in getting information about sellers and their products – and on how paranoid you are about big business. Personally, I'd rather the authorities concentrated on having a tough competition policy than installing a public-sector electronic market place – I have more confidence in the efficiency of a supermarket chain than in Whitehall to organise my electronic transactions.

Still, we need a bit of vision about the electronic future. An egalitarian, democratic vision is the right utopia to be aiming for. And so is one that opens our eyes to all those potential new markets we had never thought of before.

How long before some entrepreneur brings grannies.com to the stock market?

FOCUS

It's virtually the best way to run your business

THE SKIPS came for the furniture two weeks ago. Desks, chairs and the other familiar paraphernalia of office life were quietly consigned to the scrapheap, though this was no act of self-sacrifice or the final inglorious days of a dying business.

Instead, it was an oddly symbolic moment for the people at Cambridge Advanced Electronics, the engineering and design business in East Anglia, which was finally cutting ties with the traditional trappings of corporate existence and going virtual.

"I guess we had hedged our bets for about a year," says Philip Gaffney, the co-founder of CAE. "We put the furniture into storage a year ago but a fortnight ago we finally decided that it had to go."

CAE, a business with sales of £1 million a year, took the plunge and became a virtual company last year. The directors ditched the company's offices, got rid of administrative staff and dispatched the firm's skilled consultants to their homes. The office furniture was placed in storage – just in case.

Mr Gaffney is in no doubt that the transformation has been a complete success. The company, he explains, has slashed overheads and improved its efficiency. The cost of employing an electronic engineering consultant, he estimates, has been cut by 50 per cent since CAE went virtual. Savings on rent alone are estimated at £70,000 a year.

In addition, the quality of life for CAE people has been greatly enhanced by working at home, dispensing with the daily aggravation of commuting, operating more flexibly and being able to spend more time with their families.

"We are doing very well," Mr Gaffney says. "We are operating more efficiently; we don't have the stress of travel and we all like the freedom."

CAE is a typical example of the growing number of companies that have adopted the virtual route, shedding the fixed office and associated administrative functions in return for

BY MICHAEL SMITH

trading through the Internet from the homes of its key staff.

An example of another type of business, which does not rely as heavily on the Internet, is Studio Strategy, a successful media training and specialist publishing concern founded in the early 1990s by a former television producer, Simon Ellis. Studio Strategy now provides about 25 leading companies with media training expertise. Its specialist publication, *On Air*, provides insight into business-related programmes for corporate clients.

"When I looked at setting up the business, I knew that we were less likely to be taken seriously if we did not have one of the seven golden postcodes in London, like W1 or EC2," he says. So the company offers a WC2 postcode to the outside world but is in effect based in the Ellis family home in Cambridgeshire. From its origins as a one-man band, Studio Strategy today has a full-time staff of four and ten outside consultants.

As a result, Mr Ellis places great emphasis on effective communications as the antidote to luxurious office suites in highly priced Bloomsbury. "I have absolutely no regrets and if I add up what I would have spent on office premises, it would easily be a six-figure sum," he explains.

The success at CAE can also be measured by the growth in the number of consultants working with the virtual company. A year ago, CAE had a team of eight qualified people. Today the number is up to 20 and Mr Gaffney confidently says: "Very soon we will have about 40 and we receive many applications from engineers who wish to work at home, where they can spend more time with their families."

The precise number of virtual companies operating in Britain and the rest of Europe is almost impossible to gauge. But few doubt the age of the virtual company has arrived and that numbers are increasing.

Maarten Botterman, who oversees studies on teleworking and electronic commerce for the European Commission in Brussels, is among those who sees the emergence of the virtual company as a natural extension of the explosion in home-working.

According to a recent study from Mr Botterman's department, the number of teleworkers in Britain has now rocketed to 1.8 million, the equivalent of 7 per cent of the nation's workforce. The increase in telework is a consequence of the rapid development of key technologies, such as mobile telephones and the Internet, which in turn have encouraged the increasing use of intranets within business organisations. The technologies underpinning call-centre development, for example, have already created 400,000 jobs for Europeans, he estimates.

The Telecottage Association, which represents the growing army of home-workers, is more conservative and prefers the official UK Labour Force Survey figure of about a million teleworkers. But Alan Denby of the TCA shares Mr Botterman's view that the teleworker revolution will ultimately encourage the creation of more virtual companies.

"I think it will certainly evolve a lot more," he says. "We get the impression that some organisations will go virtual as they become bigger and more successful."

Mr Botterman says the trend reflects the wider change taking place in the old corporate culture. "In the old days, people liked to see offices, and companies liked to see their offices being used every day," he says. "But an office is a huge investment and recent studies have shown that in any 24-hour period, an office is only used for about 7 per cent of the time. That is a very expensive investment. Big organisations have justified the existence of such things in the past but it will be more difficult in the future, when companies are under pressure to add value."

While it is fanciful to envisage a time when businesses like Barclays



Working from home cuts out the frustrations of commuting and allows staff more time with their families

N Pattison

CAE's Mr Gaffney fully understands. Before its transformation to a virtual company, about £400,000 of annual sales were swallowed up in rents, staff salaries and other traditional overheads.

CAE has kept its plc status and, to outsiders, the business continues much as it did before. But today the company's engineers do their own admin work and Mr Gaffney's wife, Jane, is a part-time finance director who handles issues such as invoices and payments. Any other administration is outsourced.

Mr Botterman says going virtual will not suit all types or all sizes of company. The growth, he says, will be found in small and medium-sized enterprises (SMEs). I see the big growth in networking between SMEs," he says. "In the past, smaller businesses could never afford the technology but today they can work effectively together without the very high associated costs."

While it is fanciful to envisage a time when businesses like Barclays

or Unilever have gone virtual, the trend among big companies in recent years has been to scale back head office facilities and decentralise administration. The virtual company is the ultimate extension of that trend.

Mr Botterman sees the benefits of virtuality as an important tool in the fight to remain competitive. "The virtual workforce, talking to each other and their clients over the network, is the key to the company's structure," his report states. "It enables costs to be kept lean and ahead of the competition."

The virtual company seems likely to emerge in most of the obvious places where people are the key assets, such as consultancies. Studio Strategy's Mr Ellis is adamant that the concept of a virtual company lends itself particularly to the consultancy profession, which operates largely on other people's premises.

He points out: "If you are any good as a consultant, you are not in the office anyway. My clients want me to go to them."

Mr Botterman agrees that consultants and other areas of the creative professions will be the most fertile ground for the virtual company.

But there is general agreement that starting a virtual company from nothing poses substantial difficulties. The main problem is getting the company's name in front of its customers. Ideally, a business that has been in operation for some time would be best placed to make the switch to virtuality.

The acceptance of virtual companies by larger, more traditional undertakings may also pose difficulties. Most companies are used to dealing with the familiar structures of business life, such as head offices, layers of administration and frequent face-to-face meetings.

This suggests that large companies, too, will have to adapt their outlook and customs if the virtual company is to emerge and flourish.

Mr Gaffney accepts that multinationals will not necessarily want to do business with one man and a

laptop in an attic office. He recalls that, initially at least, his business got off the ground partly because of the shiny office in Cambridge.

CAE had been established for 15 years, dealing with major international companies, before Mr Gaffney made his bold step. "I think it would be very hard for someone starting from scratch. You would have to show tremendous presence – either through having lots of money or from having a well-established business."

CAE does at least conform to standard practice by having regular meetings with key personnel. The meetings, however, take place in Mr Gaffney's home on the outskirts of Cambridge, rather than in an office.

There is a downside, notably the ability of virtual companies to keep tabs on key employees and ensure they are not poached. However, these are familiar worries for any company and the hope is that the attraction of home-working and the motivation of being self-employed will prove useful deterrents.

THE PLAYER: DR CHAI PATEL, FOUNDER OF CANTERBURY HEALTHCARE

We want to create a brand people can trust

PERSONAL DETAILS: Aged 44. Lives in Surrey. Drives Jaguar XK8. Hobbies include drawing, films and golf. Pay undisclosed.

CHALLENGE: To build a large organisation that behaves like a small one, says Dr Patel. He sees having a large organisation as important for financial strength, the ability to shape policy and recruit the best people. However, he wants the flexibility and entrepreneurial qualities of a small business. He believes the healthcare industry will have to innovate, so that service standards are

as high as those in other sectors. Meeting expectations is one of the challenges that excites me, he says.

CORPORATE BACKGROUND: Dr Patel qualified as a doctor in 1979. He was a member of the Royal College of Physicians and spent five years in the NHS. Before leaving medicine in 1985, he was MRC Research Fellow at Pembroke College, Oxford.

He then spent four years as an investment banker before founding Court Cavendish in 1988. It floated on the London Stock Exchange in 1993. In 1996 he merged Court Cavendish

with Takara to create CareFirst, the UK's largest continuing care company. He was chief executive of CareFirst until August 1997.

Last month he formed a new vehicle, Canterbury Healthcare, to take Westminster Health Care private. His offer valued the homes group, which is one of the UK's largest private-sector healthcare providers to the elderly, at £214m.

He is a member of various policy groups including those of Age Concern, the Department of Health, Help the Aged and the newly formed NHS modernisation group.

BY NICOLA REEVES



STRATEGY: Westminster Health Care has four divisions: long-term care, specialist health services, retirement housing management and diagnostic medicine. Dr Patel says that if more is spent on rehabilitation and transitional care the need for some people to go into long-term care will be reduced. We want to build a rehabilitation business, he says.

The medium-term goal is to become the market leader in retirement healthcare services in Europe. He says there is no recognised European healthcare services brand, despite the £50bn size of the combined UK,

French and German markets. He believes there is the potential to create a brand people can trust.

MANAGEMENT STYLE: My work is about motivating people, he says. Service diminishes if you are not focused on people. Treat people the way you would like to be treated and try to do whatever you do to the best of your ability.

MOST ADMIRERS IN BUSINESS: The gurus, Charles Handy and Peter Drucker. Archie Norman, Asda chairman, for transforming an also-ran

into a mainstream supermarket group. Jack Welch of GE Capital for showing how a large organisation can be run like a small one.

CITY VERDICT: Commenting on the agreed offer, one analyst said: "It's a generous price." Dr Patel is buying Westminster at a low point but it has good long-term prospects. The short term may remain difficult with staff costs rising for nursing and unskilled staff. Westminster's 21 per cent drop in underlying first-half profits to £6.6m led analysts to downgrade their annual profit forecasts.

Railtrack faces a turning point

BY PHILIP THORNTON AND
MICHAEL HARRISON

LOOKING OUT from the boardroom on the 13th floor of Railtrack's headquarters, Gerald Corbett believes he can see the future. Under the chief executive's gaze stretches the main line out of Euston to Glasgow – the worst line in the country.

By 2005 it should be the finest in Europe under an innovative revenue-sharing deal with Virgin Trains, that will provide track to carry Richard Branson's hi-tech tilting trains at 140mph.

Mr Corbett believes that the deal points the way forward for a company that is facing a major junction less than three years after privatisation. The wrong decision will have a huge impact on Railtrack's profits and shares.

It has been given a stark choice – behave like a cost-cutting utility and have its profits capped or start taking risky decisions to invest actively in the network. It has to learn to live with a new regulatory system and three new regulators, and will find itself without the advice of its experienced chairman, Sir Bob Horton, from August.

Railtrack had an idyllic childhood but faces a painful adolescence. Privatised on 20 May 1996 at a share price of 380p, shares had soared in value to £17.68 within just two years as investors realised its cashflow potential.

Railtrack has a guaranteed income, earning 91 per cent of revenue from track access charges paid by passengers and freight operators. This has allowed it to achieve efficiency savings against the background of stable revenue, and profits have risen accordingly, from £190m in 1996 to £388m for the 12 months to March 1998.

Railtrack has been told it cannot continue to make these sorts of returns without changing its entire corporate strategy. Behind the threat stands the industry's new "Fat Controller", Sir Alastair Morton, who last Thursday took over as chairman-designate of the new Strategic Rail Authority (SRA).

His reputation precedes him from his days at Eurotunnel, where his no-nonsense approach with the construction companies and banks was credited with achieving the completion of the £10bn Channel Tunnel.

Alongside him is the rail regulator, Tom Winsor, who sets the level of track access charges that train operators pay to Railtrack and monitors its investment. His views are also well-known (see page 6).

When Mr Winsor starts work on 5 July he will inherit the proposal of his predecessor, Chris Bolt, to give Railtrack that stark choice. If it behaved like a dull utility, it would be allowed to make a return of between 5-6 per cent on its assets rather than its current 10 per cent. If it entered into innovative revenue-sharing deals with train operators and took a greater risk, then it could earn more money.

Mr Corbett said that Railtrack had responded to the challenge laid down by the regulator but defended its investment record. "When the rail industry was privatised, the assumption was there would be little or no growth. The biggest problem that was then envisaged was how we would go about taking capacity out of the system."

He said that there had been 25 per cent growth in passenger numbers since privatisation, with increases of 7 per cent and 8 per cent in the past two years alone.

Railtrack outlined £27bn of investment in its annual Network Management Statement (NMS) – an increase of £10bn from 1998 – of which £3.5bn involved partnership schemes. "What Railtrack is now faced with is the change of going from being a dull utility with a cost-cutting mentality to a growth company in an expanding market. It's what the engineers who run this place have been waiting 30 years for, and they can't get cracking soon enough," Mr Corbett said.

Mr Corbett said Railtrack's investment plan could not be funded if Mr Winsor cut Railtrack's rate of return to 5 per cent. Railtrack wants to move from the current system of guaranteed track access charges to a new model, where as much as 30 per cent of its income is dependent on revenue-sharing, risk-bearing

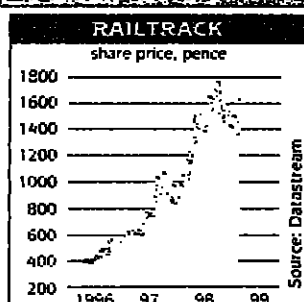
After three years, Railtrack has reached a critical junction: either it behaves like a cost-cutting utility and has its profits capped or it invests heavily in the rail network with all the risks that would entail. For the company's shareholders, taking the wrong turning would prove disastrous



Brian Harris

Based: Euston Station, London
Chief executive: Gerald Corbett
Chairman: Sir Robert Horton (retires in August)
Formed: 20 May, 1996
Market capitalisation: £6.9bn
Pre-tax profit 1997/98: £388m (£346m)
Turnover 1997/98: £2.467bn (£2.437bn)

(of which) Franchise payments: £2.131bn (£2.119bn)
Trains: 20,000 miles, of which 10,000 are in commercial use
Stations: 2,500, including 14 major stations that are managed directly by Railtrack
Depots: 90 light maintenance
Bridges and tunnels: 40,000
Level crossings: 9,000
Signal boxes: 1,100



looking for a change of direction is Chiltern Railways, which became the first to invest in infrastructure after losing patience with Railtrack. It invested £600,000 in a new platform at a station, to remove a bottleneck that was harming punctuality.

The managing director, Adrian Shooter, said that he applauded Railtrack's NMS for spelling out plans for growth, but added: "It has taken them three years to realise that maybe they have to invest in something that is expanding and that privatisation was not all about falling demand."

Mr Fearnley said that if Mr Winsor decided to cut Railtrack's rate of return then the money ought to be ploughed back into the industry rather than to the Treasury.

But analysts think this is unlikely. Railtrack's share price jumped 2 per cent after the decision not to appoint Mr Bolt as regulator.

Richard Hannah, a transport analyst, said: "The big picture for the rail industry now is to catch up on the investment backlog and not to worry about the details of rates of return available to investors, which is what previous regulators seemed to do."

The next step is for Mr Winsor to approve the levels of investment.

John Prescott, the Deputy Prime Minister, has warned Railtrack that its plans will be scrutinised by the SRA. "Not all [of the money] is committed, and it is not all Railtrack's money. It includes proposals for government and other third-party-funded schemes," he noted.

"We now need to determine whether the proposed investment is sufficient to meet the needs of Railtrack's customers, the train operators and the travelling public."

Mr Corbett also wants a new "economic architecture" so it can share the benefits of passenger growth. "Last year, the train operators' revenues went up 15 per

cent, but ours only increased by 1 per cent. At the moment they gain all the benefits of growth," he said.

Mr Corbett said that the Government had to face the fact that there would only ever be four or five profitable railway companies in the UK. The rest would be social railways that would always be in need of subsidy, leaving the issue as how best to allocate that subsidy.

In the atmosphere of threat and counter-threat that pervades this most political of industries, the Government has said that it is considering paying the £1.5bn annual subsidy direct to Railtrack rather than to the train operating companies, to exert more control.

But Mr Corbett does not want the money channelled in this way. "That would send all the wrong signals to the City. It would smack of the bad old days of nationalisation and state planning." Nor does the Government hold all the cards: Mr Prescott is still grateful to Railtrack for rescuing the Channel Tunnel Rail Link (CTRL) from collapse.

Railtrack gave undertakings to the first rail regulator, John Swift, that there would be no tie-up between the new charging formula and the construction of the link. But Mr

Corbett says that CTRL is its "trump card". It does not have to commit itself to building the second stage of the line – into St Pancras – until after the new access-charging formula has been fixed. If the formula is too tough then there will be no second stage.

Railtrack is also the only serious contender to come forward for the private-public partnership of London Underground under which the track will be leased in three parts, with the operation of the services staying in public ownership.

Railtrack has made great play of its plans to bid for the sub-surface Tube lines and link them to existing track to allow an east-west rail line through London.

As part of the move away from the privatised utility model towards an innovative FTSE-100 company, Railtrack is expanding from its core base. Mr Corbett said opportunities could include European acquisitions: "There is no reason why, in the next five to 10 years, we could not expand into Europe. The railways elsewhere in the EC are under the same obligation to split rail networks from passenger train operations. Running or managing a continental railway business would not really amount to diversification for us."

But he needs a chairman to succeed Sir Bob Bryan Sanderson, the chief executive of BP Amoco's chemicals business, is reported to have spurned the opportunity, as has Sir John Egan, chairman of BAA.

Observers believe that Railtrack's shareholders need a strong-willed replacement to keep a controlling hand on Mr Corbett. The chief executive sees things differently, saying that Sir Bob was the ideal person to take Railtrack into the public sector in the face of stiff political opposition. What is needed now is a more conventional arrangement – a non-executive chairman to manage the board.



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Russian roulette: Never mind the casino, the most exciting game in town has been the Russian debt negotiations. Western bankers have been trying to get something back from the \$40bn (£24bn) they lent to the country in a moment of madness. But they have been no match for Kasyanov, a Russian, who like a character in Chekhov, is known only by a single name. His tactic has been one of non-cooperation. According to insiders, he turned up late for meetings. When he did show up, he then retired to consider the bankers' offers. After a two-hour gap, which he filled playing cards with his colleagues, he would return to the negotiating table, look at the bankers' offers and utter a single word: "Nyet". This has exasperated the bankers so much that Deutsche Bank has agreed to accept a 96 per cent write-off and is unlikely to set foot in Moscow again. The Canary would take a similar approach to handling his overdraft, if he had one.

Diamond geezer: Rumours are circulating that Bob Diamond, managing director of Barclays Capital (the bit that's left of Barclays Bank's once mighty investment bank, BZW), is being sought by Deutsche Bank to head up its investment banking business when it finally agrees the merger with Bankers Trust. Diamond, an American who is thought of highly in the City, particularly by himself, shares with Deutsche Bank a penchant for Russian debt. Barclays Capital lost millions in the Russian securities market. The pair should be an ideal match, provided they don't go east of Poland. Jerry Del Missier, Barclays Capital's managing director of derivatives, is likely to take Diamond's place.

Football wallies: The abrupt departure of the Football Association's commercial team could lead to the demise of the eagerly awaited Premier League Awards Ceremony. This heavily sponsored shindig, which had been due to take place on the night of the FA Cup Final, promised to be football's equivalent of the Oscars. The BBC had been planning to broadcast the event, with Des Lynam as the host. Now it appears the celebrations might be cancelled, although the FA refuses to confirm its decision. If the show is still on, it promises to be an orgy of bad taste. Will Robbie Fowler sit next to Graeme Le Saux, and how will he celebrate if he wins an award? Will Manchester United's players be wearing a special away strip, complete with pinstripes and dodgy collars? We may never know.

John Whiting

Tax partner
PricewaterhouseCoopers

A SUCCESSFUL tax adviser is a mix of talents and abilities. You should be good on details (have you ever tried reading the Finance Act?) but at the same time be able to see the full, broad picture of the deal that is going on. You should be quick to react, but then be able to know when to take your time (I learnt a lot about that many years ago as a new partner when a client bank called me - their usual contact was out and as "number 2" I was asked my views on a point. Depending on my answer, they would go out and write tens of millions of business that afternoon. It certainly concentrated my mind!) You should also be creative, to think of new ways round a problem, but tolerant when things don't work in the way they should.

Above all, you have to be able to get on with people and want to help the client, because at the end of the day you are trying to get the best result for them. And that covers the range from helping out a plc's takeover bid to sorting out a repayment claim for a pensioner.

As for advisers I admire, there are those I met through the Chartered Institute of Taxation, such as Malcolm Gammie and Nigel Eastaway, who I admire for their range and depth of knowledge. Then there are those who work for this practice, such as Bernard Glass for his creative solutions. Then there are the many unnamed, anonymous sole practitioners who manage to keep their clients well served amid the welter of new rules and regulations that threaten to overwhelm us all.

David Williams

Tax Technical partner
Smith & Williamson

I HAVE a very high opinion of Nigel Eastaway of TaxSave. I admire him for his general grasp of the tax system, complicated beast that it is, and his ability to write and speak about the tax industry, which is admirable. It's important to be able to translate the ideas into plain speak, and this is something Nigel is particularly good at. It's also important to be able to communicate hugely complicated legislative changes to your client, who may not be well versed in tax matters. Finally, you absolutely have to have the stamina, both mental and physical, to be able to keep up with the absolute deluge of material the Government just keeps on throwing at us.

Nigel Eastaway

Consultant
Chiltern TaxSave

I REALLY root for those tax specialists who are working for the mass of under-represented taxpayers. I think what they do is of immense importance. John Andrews, for example, formerly of PWC, appears to me as having set out to do just that - trying to knock sense into the tax system on behalf of the unemployed, those who are in and out of work, and pensioners. Then there's David Brodie who has set up something called Tax Aid, which exists for those who have got their tax affairs in a mess and can't really afford to put them back in order.

These are hugely talented men who, having honed their expertise in the business world of tax, are now trying to put something back into the



Nigel Eastaway, of Chiltern TaxSave, is admired by his peers for his ability to explain complex tax matters simply

system for the little people. Peter Gravestock, as well, of Gravestock and Owen, is an impressive practitioner. He's got an amazingly broad-ranging knowledge of the tax system. So many people these days are specialists in what has become an exceedingly complicated area, but Peter is one of those people who understands all areas of it. How he does it, I just don't know.

David Cruickshank

Head of Tax
Deloitte & Touche

THE TAX profession in the UK is large and growing, even though headline corporate and personal tax rates are reducing. This apparent contradiction can probably be explained by a combination of factors: the increasing complexity of tax

laws; the increasing complexity of businesses requiring greater specialisation, the advance of globalisation, and increased reach in new and different areas such as remuneration planning.

Effectively, three professions compete for the tax work - lawyers, accountants, and the tax bar. A good tax adviser must be technically excellent, but must also know how to access the technical excellence of others. They must also really understand client needs, and the ideal skill is to match the two competencies to provide solutions that can give the client some real advantage.

Rather than picking out someone from the accountancy side of things. I greatly admire the solving skills of Michael Flesch and Kevin Prosser, both tax barristers.

Robert Purry

Head of Tax
Grant Thornton

IT IS difficult to pinpoint one person in the tax world, although there did used to be one colossus in our industry - Philip Hardman of our own firm, but sadly he died in the early Nineties. He was the undisputed tax professional. He was a master in select practical ability and in his influence with the institutes in revenue and government. But now, there is no single individual who could really be singled out above all others.

There are certain people who stand out in our crowd, such as Nigel Eastaway of Chiltern TaxSave. He is a man of enormous intellect, and is particularly well regarded in our field. He's a brilliant

tax practitioner and is incidentally a hell of a nice guy. And then there are the other well-known figures, like Peter Wyman of PWC, Ian Barlow of KPMG, and our own Mike Warburton.

Howard Scott

Head of tax consultancy
BDO Stoy Hayward

SOMEONE WHO strikes me as a particularly capable man in the tax field is Mike Warburton of Grant Thornton. He covers the main areas that business men want to talk about effectively. And he's a very pleasant chap. He's got the integrity which is important in tax. It's a fiddly business: you've got to be objective and not just take the client's view. And you have to advise them according to the law, apart

from any other considerations. There is a line in the sand you can't cross, and I think Mike illustrates this integrity particularly clearly.

I always think of David Marks from Arthur Andersen as being the tax consultant for real business men. He is able to combine creativity with a sense of humour. It's important not to take yourself too seriously. I should also mention Andrew Greenwood of Arthur Andersen. He is a very clever and cultured tax specialist who is able to cover a huge range.

Sheena Sullivan

Tax partner
Pannell Kerr Forster

TO BE a decent tax adviser, you should have the ability to combine imagination with an eye for detail - which is rare. You need the imagination to solve the complicated problems that always crop up whenever tax is involved. You need an eye for detail because you really don't want to get anything wrong. You should be decisive and flexible.

Then you need the ability to adapt to change. Tax laws are constantly changing - it's a very dynamic field. And finally you need to be able to retain a certain degree of independence. You have to advise clients who can't see the difference between fraud and practicality. It's a very fine line, which is liable to very subtle shifts and you have to understand that the line exists and to be able to pinpoint it exactly. I guess the tax consultant who embodies all these qualities would be Ian Mills of our tax investment practice. This is a difficult area where you need to be both commercial and independent. He deals with difficult clients and combines all these skills with great technical competence.

Anne Gregory Jones

Head of Tax in London
Kidsons Impey

TAX is an area in which it can be quite hard to be a great success. People often think that it can be quite boring. The key to being a success is to be able to transpose immensely complicated tax jargon into layman's terms and make it interesting. Two people I've always admired are John Andrews, formerly of PCW, and Brian Freedman. I worked with John Andrews in an employment group at Coopers. He has very high profile in tax probably because he is a good, capable adviser and is able to market himself. It's important to build up a profile in our business, where most just keep their heads down. Brian Freedman, also of Arthur Andersen, is another chap who has built up a profile in his area.

I'd like to be able to name a couple of women - there are a lot in our business now, but they tend to be fairly low profile. People who get known are those who do the circuit, and write articles. Going back a few years, the first high-profile man of tax was Philip Hardman of Grant Thornton. No one has truly followed on from him. He put the tax professional on the map, as it were. He had an excellent brain and was a very personable man. He was very good for our profession, but no one has really stepped into his shoes.

INTERVIEWS BY
SALLY CHATTEKTON

BOOK OF THE WEEK

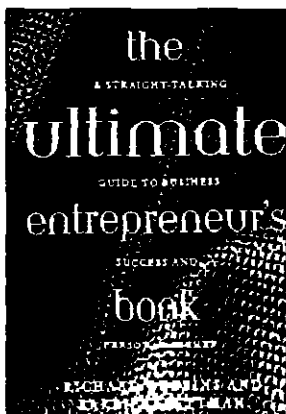
Secret to getting rich - buy a dog

The Ultimate Entrepreneur's Book
by Richard Dobbins & Barrie Pettman (Capstone, £12.99)

THIS IS a book by two men who have made their millions, are now management consultants and want to share how they got there. Discover the secrets of success and the three ways to get rich quickly, such as "buying a dog".

The key is self-belief. If you believe you can't swim, you can't swim. If you believe you can swim, you can swim - or you will be able to soon. Set your goals, affirm and visualise your success every day, have a positive mental attitude and form a mastermind alliance of creative people.

It is a stern regime. You must say "no" to television, pubs, newspapers and spending time with low achievers. Instead, read one non-fiction



book per month, attend three to five courses per year and use one hour each day for self-development. Well, they did warn that you had to pay the price.

This is all classic advice, which you can read in many self-help books. Indeed Dobbins and Pettman acknowledge the influence of the

classic writers on success, such as Napoleon Hill.

There is a gentler side too. Among the 25 "can do" suggestions for greater success are: be patient, stop hurrying and avoid being an aggressive driver. You must find things to inspire you and make you appreciate that life is precious and beautiful.

This book is packed with lists of ideas. There are 17 mental laws to follow. There are 25 ways to increase sales income, "which you have probably already considered", 25 "you may have already considered", 25 "you may not have considered" and 25 "you probably won't have considered". For example: Contact every new customer two to four weeks after making a sale (from 25 "you may not have considered"). This is simple and obvious. Were we doing it at Happy Computers? No. Are we doing it now? You bet.

The authors suggest three ways to get rich quickly. One, set up in competition with an existing business but do it 10 per cent better. Two, find a product that works somewhere else (such as in the US) and do it in a different place. Three, buy a dog.

The latter is based on the Boston analysis of dividing your products into stars, cash cows, question marks and dogs. A product that is a dog (a waste of resources with little hope of significant profit) for a large company could be perfect for you.

Too many people dreaming of setting up their own business think they have to invent something new. My business was created in an established market, computer training, and was based on aiming to do it better, making it more fun.

People would be well advised to look at existing busi-

nesses. The secret isn't a blinding revelation but...

I reckon a business book has been worth it if it is an enjoyable read and there are two or three concrete ideas to put into practice. This book is bubbling over with useful ideas - it passes the test.

It isn't, though, the "ultimate" guide to entrepreneurial success as the name claims. I believe the real key, as you grow, lies in setting your people free to use their own judgement and ideas within clear principles, in breaking away from structures and hierarchies that constrain them. And that crucial element isn't really covered. As a sales and marketing guide it is great, but don't expect it to give all the answers.

HENRY STEWART
The reviewer is chief executive of Happy Computers, a London-based computer training company

MY FAVOURITE RESTAURANT

Ritz is a cracker

DAVID SULLIVAN, chairman of Sport Newspapers, Birmingham City Football Club, property firm Conegate and several other companies, plumps for the restaurant in The Ritz when asked to name his favourite eatery - though he admits it's a hard choice between that and the one in The Connaught.

He chooses The Ritz Restaurant because here he can eat in "the nicest room in the world". Renovated when it was bought by David and Frederick Barclay, Sullivan says the decor is now "a cracker", having been given a real kick in the proverbial. "It's classic rococo, I think you would call it," he adds. "It's all gold and so beautiful, beautiful, beautiful. You have to wear a jacket and a tie and it's very old-world style."

The food, too, is good, he says, citing the wonderful



Sullivan: Classic choice

Dover sole and steak, Sullivan, 50, says he has dined at the Ritz dozens of times and likes to go there once every couple of months. He prefers to take his girlfriend although he has also taken business associates on occasion.

Last year he also took 24 of his staff to The Ritz for their Christmas meal, where they were served portions from a whole side of beef. And, he adds: "They do the best Christmas crackers. They cost £10.50 each and you get silk scarves and ties, high-quality presents."

Sullivan would expect to spend £70-£80 a head at the restaurant, though his costs are kept down because he doesn't drink. He prefers a Diet Coke or fresh orange juice with his food.

He likes the atmosphere of the hotel, where, he says, there are always lots of interesting people. "There are cabinet ministers and members of the Royal Family. It's just a very discreet and nice place."

NAOMI MARKS
The Ritz Restaurant, 150 Piccadilly, London W1 (Telephone 0171 493 8181)

Winners avoid running with the herd

THE END of the annual PEP season raises an interesting question: does the last-minute Gadarene rush, stronger this year than ever before, actually harm investors? By lumping so much of their buying into the last two to three months of the financial year, the last-minute PEP brigade are running an obvious risk: that they are buying their shares and bonds at what is a less than ideal time of the year.

It is not as if the market cannot see the punters coming. If a bookmaker on the rails knows Fred Punter always places his bets just before the race finishes, you can be certain that he will be offered tighter odds than if he placed them at modest, even intervals over the weeks before the race.

PEP buying has become such a significant factor in the overall flow of funds into the market at this time of year that the weight of money is becoming one of the factors helping to push up prices in the short term. On the face of it, there

does seem some evidence that the market is adapting itself to the rhythms of the PEP-buying season. Since the great bond crisis of early 1994, the market has tended to be generally strong in the first quarter of the year. The last month of the current financial year is no exception: it has produced records for Wall Street and the Footsie index.

Anyone who has bought all his PEPs at the end of the past five financial years will almost certainly have paid a higher price than someone who spread his purchases evenly over each year (a strategy that has much to commend it on theoretical and practical grounds).

Anyone brave or smart enough to start investing in PEPs at the height of the great Russia/hedge fund crisis last summer would of course already be something like 20 per cent better off than this week's Johnny Come Lately - further proof, if proof were still needed, that you always do better by running against the herd rather than with

it. Of course, if there is now a PEP factor in the market at the end of each financial year, it will not be the first calendar anomaly to excite the attention of investors. For years, academic theorists have struggled to explain how it is that, in a competitive and efficient market, January has proved to be such an exceptionally good month in which to buy shares, not just in the UK but everywhere in the world.

Historically, the evidence is clear-cut: research cited by Professor Jeremy Siegel in his book *Stocks for the Long Run* shows that of the 20 countries in the Morgan Stanley Capital Market Index, there is only one (Austria) where shares do not on average outperform in January. In fact, this month accounts for 30 per cent of the total return achieved worldwide by shares over long periods.

Nor does it stop there. The effect appears to be a seasonal rather than just a monthly phenomenon. The three months from December



JONATHAN DAVIS
January accounts for 30 per cent of the total return achieved worldwide by shares over long periods. The worst month of the year, by contrast, is September

to February are by far the most productive quarter of the year. On average, and over time, no less than two-thirds of all returns achieved by stock markets worldwide in a year are concentrated into this period. The worst month of the year is September: its returns in many countries, though not the UK, have on average been negative.

(Useless fact for your next Christmas quiz: if you had invested \$1 in the Dow Jones index every year since 1890, but only for the month of September, you would have had 22 cents left by the end of 1996. If you had invested \$1 in the other 11 months only, you would have had \$681.92.)

The interesting thing about the January effect is that it is most marked with small company shares, which consistently outperform large company shares in that month, again not just in one country but across many borders as well.

In fact, according to Professor

Siegel again, the entire basis for saying small stocks outperform large stocks can be explained by the January effect. It all happens in that one month. But there is evidence that the January effect is now ceasing to work as powerfully as it once did.

There are plenty of reasons advanced to explain the January and first-quarter effects noted by researchers. Part of it obviously has to do with the fact that it follows the end of the calendar year, when investors tend to analyse the state of their investments. One interesting theory is that professional fund managers, who are closely judged on their annual performance figures, tend to buy riskier shares in the first quarter of the year and become steadily more cautious as the end of the year approaches.

There are all sorts of other explanations, from tax to psychology and even the weather.

The truth is there is no simple or single explanation that explains

the January or small-company effect in all the countries where it has been noticed. Nor unfortunately is there any evidence to believe that you can be sure of making money out of playing the calendar anomalies.

To that extent, it remains an unexplained mystery. (Remember that simply by the laws of probability, you would expect one month to do significantly better than all the other 11.)

But there is still a message for PEP investors in all this. If you decide to keep going with an equity-based ISA this year, try not to leave it all to the last minute again. You will almost certainly do better by feeding your money in on a regular basis than you will by leaving it all to February or March.

As Warren Buffet has pointed out, investors are the only consumers in the world who seem to prefer to buy when things are expensive and sell them when they are cheap.

Should you invest in... football clubs?

SPORT IS attracting the interest of investors and, for investment purposes, sport invariably means football. "In this country, football has been the major interest," says Nick Battram, sector analyst at stockbrokers Greig Middleton.

"Very early on you saw people like Sir John Hall at Newcastle buying rugby union and basketball franchises alongside Newcastle United, but he had demerged all of these before he floated the football club and has since sold on his rugby union interests."

"We tend to focus on the football club shares," confirms Richard Hunter of NatWest Stockbrokers, "and the fact remains that these are not 'widows and orphans' investments. Football club shares are highly volatile and the share prices are almost totally dependent on the on the field performances."

He cites Sunderland, currently top of the First Division of the Nationwide League and almost certainly heading back to the top flight, as a prime example. "Sunderland's share price has gone up recently on the expectation of the club getting promoted to the Premiership, with all the extra income that entails. Generally speaking, the fortunes of football club shares are totally related to what happens on the field."

This view is not shared by Tony Fraher, chief executive of Singer & Friedlander Unit Trusts, which runs the only UK specialist collective fund concentrating on football club shares. "People think that, as a sector, there is nothing happening, but they are not looking for the opportunities," he says. "They are paying too much attention to what is going on on the pitch and that is getting less and less significant."

What matters is the rights to broadcast the club's core product - football matches. "In the football sector, there is only one real issue and that is the outcome of the MMC (Monopolies and Mergers Commission) report into BSkyB's bid for Manchester United," Mr Fraher says. "You could see that when the club recently announced a good set

of results and the market took no interest whatsoever."

The reason for such apathy is plain. "If the report says BSkyB can buy it, then we know what the price will be. If it says it can't, then it simply means the field opens up for another international bidder, and Manchester United will go for a higher price." He also points out that, if the bid is allowed, a similar agreed bid for Newcastle United by NTL, an American cable television company, will be triggered.

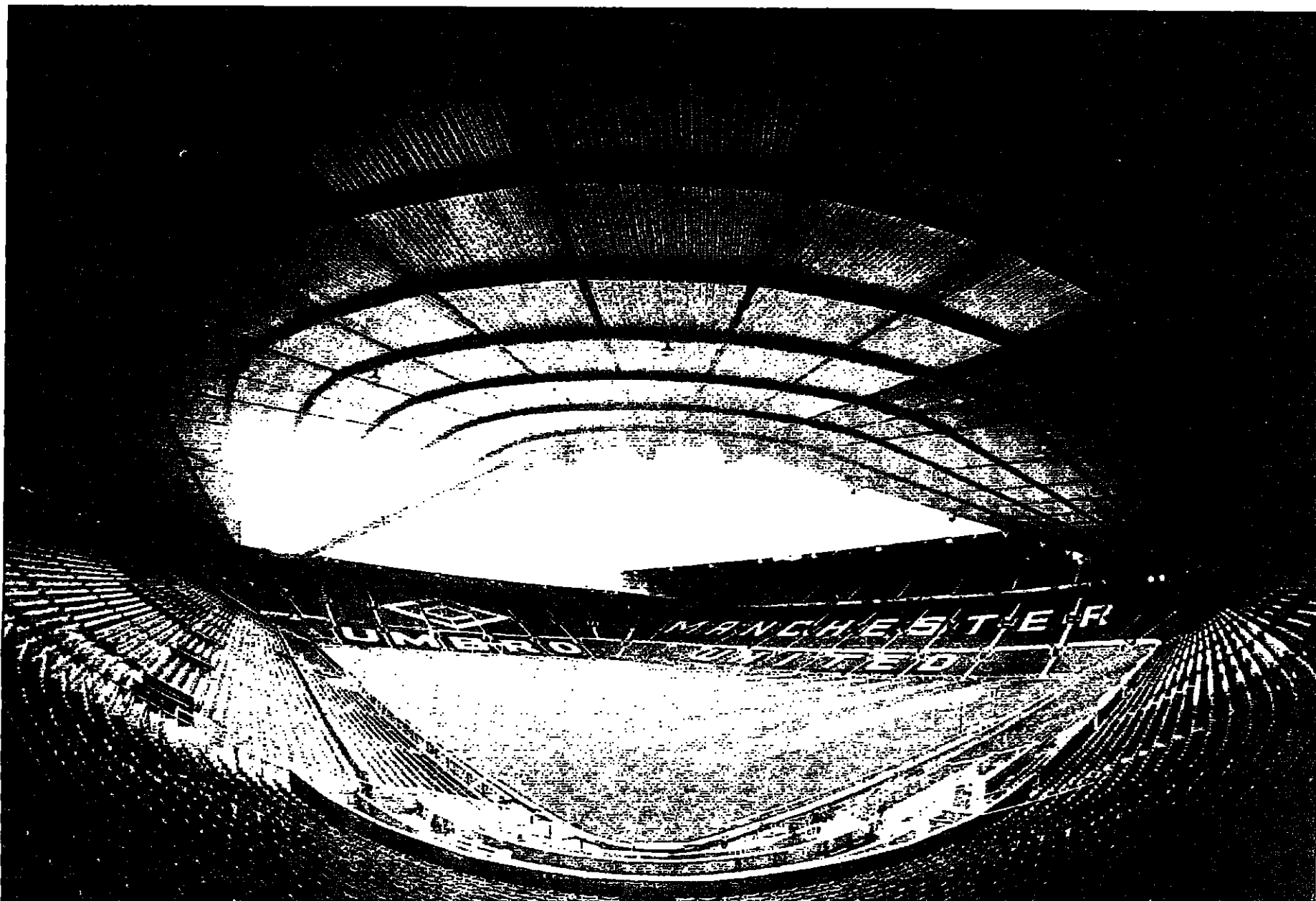
Supporting a football club can be an emotional business but the investor has to remain resolutely disciplined when considering the sector and concentrate on the financial merits or otherwise of a club.

"Much as it pains me to say it," says Mr Hunter, "the only one that is even a medium-risk investment is Manchester United. Not only has it been a very successful club on the pitch but it has concentrated on its brand as well. Its merchandising operation is second to none."

But the key area for presumed future growth is the potential of pay-per-view television to boost the coffers of the major clubs. As Mr Hunter points out, Manchester United were keen to develop their media interests even before BSkyB's interest. "There has been a return of interest in pay-per-view recently and the potential for tie-ups with media companies has caused the most interest, but a lot of this is very short term," Mr Hunter says.

"One of the major positives as far as sport is concerned is that it is a very valuable entity for the broadcast arena," says Nick Battram. "Broadcasters are increasingly seeking valued added content. It is analogous with the software industry, where the value is in the software, not the hardware."

"There is no point setting up a satellite or cable station unless you can show something that people want to watch and the biggest pull is football, especially Premiership



Investors feel they can score with clubs such as Manchester United, in the hallowed ground of Old Trafford

Mark Thompson/Airphoto

football. This is why you have BSkyB trying to buy into Manchester United, as they recognise there is only one way these rights are going to go and that is up."

Mr Fraher agrees about the importance of broadcasting. "What is driving it is the introduction of digital television," he says. "If you are running a TV channel you want people to watch and football is one of the biggest draws; and the best way to ensure you have football is to buy a football club."

The reason is the increasing power of clubs to control their own broadcasting destinies. "It is now fairly clear that, when the current Sky deal runs out in 2001, every club will be negotiating its own deals for the rights to broadcast its home games," he adds. "I reckon that 16 out of the 20 current Premiership clubs will be taken into media ownership within the next two years."

Reaction to pay-per-view has come to dominate sentiment in the sector, but it is not entirely a one-way bet. "From about May 1996 to the end of 1997, there was a lot of excitement over pay-per-view and the potential

of media sales, but then an academic report came out which said that the potential had been greatly overestimated," Mr Hunter says. "This wiped one-third off the value of football club shares overnight. Since then, there has been nothing to make football club shares return to those sorts of levels."

Mr Fraher also points out that wider exploitation of a club's brands will be important. "They are already beginning to go into areas like financial services and travel, but there is even greater scope if they get into things like virtual banking, selling services to a fan base that has a much greater loyalty to a football club than to Barclays or General Accident or Tesco. And that potential growth is not yet in any of the share prices."

"Everything that can be branded is branded," Mr Battram continues. "The question then is, does this add much value at the end of the day? The answer is, probably not a lot, but they are trying to reduce the volatility of their core earnings, which come from what they are doing on the pitch."

Indeed, it seems that for a football share to have any long-term attraction it needs to diversify away from its highly volatile 'core' business. "You have clubs like Leeds Sporting, which is trying to build a media empire of which the football club is just a part and Loftus Road, which is a tie-up between Queens Park Rangers and Saracens Rugby Club, to try and ensure that maximum use is made of the ground," points out Mr Hunter. "And then there is Chelsea Village, which is more of a property play than a pure football club, with a high-quality residential development in west London."

Mr Fraher insists that there is undiscovered value in the sector. "Take a club like Leicester City as an example," he says. "Its current market valuation is around £15m, yet it has one player, Emil Heskey, who is valued at between £5m and 10m and cash on its balance sheet of around £10m."

"So between cash and Heskey, you have the entire valuation of the club. Set that against the £8m or so a year it would cost for the TV

rights to the club's home games, and you can see that it is much cheaper to buy the club for £15m than the TV rights, which, in any case, have to be renegotiated every three years."

Another example he cites is Celtic in Scotland. "Celtic currently has an ordinary share price of 370p but also has 6 per cent preference shares at 270p, which convert into ordinary shares in 2001," he points out. "This is the kind of massive anomaly that can be found in this sector, which means there are some screaming opportunities for those that want to get involved."

The fundamental link, however, remains between sporting success and financial success. "In the past," points out Nick Battram, "it was disappointing if you didn't win the League or you lost in the Cup final, but it wasn't necessarily financially crippling. Now, if you are relegated from the Premiership, the effect on your income and cashflow can be devastating, as Crystal Palace has recently proved."

Keiron Root is editor of *'The Investor'* magazine.

SHAREWATCH

BUY

When Bovis Homes was floated in 1997, many doubted its ability to sustain its operating margin, but the group's acquisition of strategic land has kicked such fears into touch and left scope for further progress, notes Charles Stanley. It is well placed to benefit from the improved housing outlook and it has an earnings profile that warrants a premium rating to the sector, adds the broker, which values the shares (325p) a buy.

HOLD

Over the past few months, London International Group has been dominated by its December profits warning, since when the shares have had a particularly bumpy ride, says Salomon Smith Barney, which rates the stock as neutral, high-risk, with a target price of 180p. They believe any higher price could be nearer 200p or higher. The downside in the short term is seen as limited to about 10 per cent, while the potential upside is considerably higher.

NO PAIN, NO GAIN: OUR MAN'S PORTFOLIO

Burger King move is success on a plate for Gowrings

A CAR dealer venturing into the fast food industry would appear to be a recipe for disaster. For Gowrings it nearly was. Today the Ford main dealer has a thriving fast food side in 31 Burger King restaurants but it has only just extricated itself from a far less successful fast food excursion: a home delivery and take-away pizza business.

Last month it quietly sold the remaining six franchised branches of Rocco's Pizza for an undisclosed, but clearly small, amount. The whole pizza venture appeared to be an embarrassing mistake. The garage operation is still the major business although the Burger King side is catching up fast.

Last year the garage and fast food combination produced profits of £1.4m. This year Alan Millar, at stockbroker Greig Middleton, is shooting for £2m. If he is right Gowrings shares look undervalued and an ideal candidate for any fledgling portfolio. At 103.5p the company is capitalised at only £9.2m; last year the shares touched 133.5p.

A profits to capitalisation ratio is not, perhaps, the conventional way of judging the merits of a company's shares, but it is, nevertheless, a realistic one. On Mr Millar's profits estimate, Gowrings is selling on prospective earnings of just over seven with a dividend yield of 4.1 per cent. The shares should, I believe,

enjoy a higher rating. They are a casualty of the stock market's still disrespectful attitude towards small companies and its disenchantment with conglomerates.

There is clear evidence that in market terms small cap shares are staging a comeback. As I pointed out last week, the new FTSE All Small index is up more than 15 per cent this year. And Gowrings is by no means a true conglomerate. Although cars and fast foods have no obvious links, it is a combination that has raised the conglomerate spectre. Throw in a tiny training business, Media First, and Gowrings begins to have that rag-bag look which unsettles investors, making



DEREK PAIN

the Hanson, BTR and (still) Tomkins of this world so unfashionable.

But the market has got it wrong and should come to realise that Gowrings is merely two unrelated businesses: it is, in fact, nothing like an old-fashioned conglomerate.

The company still has a large family shareholding with chairman John Fowles the biggest single shareholder with 12.3 per cent. But Guinness Peat, the City gunslinger, is sitting in there with 11.8 per cent. It has made takeover noises and is believed to favour the group splitting itself into two stand-alone companies - cars and fast foods.

Whether a break-up at such a small company would enhance

shareholder value is debatable. In a few years, as the fast food side grows, a demerger might have more merit.

Still GP one of the more aggressive City investors, has an ability to make things happen. Its very presence on the share register is further evidence there is value to be unlocked. It has had some success at other small quoted companies although it ran into a brick wall when it attempted to change the capital structure at Young & Co's Brewery.

Currently Burger King, part of the Diageo spirits giant, has about 500 outlets, against the 900 under the rival McDonald's banner. It plans to open 70 branches a year.

Gowrings has said it wants to open at least 21 in the Midlands in the next three years. The Burger King opening schedule offers the main operators, such as Gowrings as well as Granada (the biggest with 130), Compass (50) and Allied Leisure (40), plenty to feast on.

The garage side is unlikely to grow as quickly as the burger business. But acquisitions are being sought. Besides running main dealerships the group has scored through its bodysops.

They generally offer higher margins than new and used car sales and, as their customers are mainly insurance groups, the cash flow has a gilt-edged ring.

Navigating a web of financial knowledge

THE LONDON Stock Exchange began life more than three centuries ago in the coffee shops of the City. Traders and merchants would get together to exchange news and gossip and to do business. Towards the end of the 18th century, the brokers had established their businesses in the coffee houses near the Royal Exchange, notably Garraway's and Jonathan's.

When the latter burnt down, the brokers subscribed to the construction of New Jonathan's and from that coffee house, the London Stock Exchange traces a direct line of descent. The Internet is, in many ways, merely an electronic version of this old coffee shop, where you can exchange news and gossip as well as trade your shares.

Anyone with a passing knowledge of the history of the City in the 18th century will have heard of the South Sea Bubble and of the outrageous share-ramping schemes that ran riot at the time. One of the most celebrated was the offer of "a company for carrying on an undertaking of great advantage but nobody to know what it is". The enterprising fellow behind the scheme sold 1,000 shares in six hours and was never heard of again.

Of course, we are far more sophisticated now, aren't we? Apparently not. There are dozens of websites asking you to put a dollar in an envelope and post it to them. Then there is the story of the man who went a stage further and sent begging e-mails to people with more than a little success. There are

BY ROBIN AMLOT

plenty of panhandlers on the Internet. Ignore them. But there are places where you may swap gossip and ideas with like-minded investors both on and off the World Wide Web. "Internet" and "Web" are often used interchangeably, but they should not be. The Web is only a part of the Internet.

Let us look at where and how you can exchange ideas on the Web first. Several of the commercial sites such as Global Investor, Hemmington Scott, Interactive Investor, Market Eye and Motley Fool host bulletin or message boards. These are glorified notice boards on which you can stick or "post" your own electronic notice and view those put on by other people. You can also view the comments made by others about what you say and you can leave messages commenting on what is already there.

Browsing these message boards, you may find discussions on your favourite stocks as well as other investing subjects. Some of the websites allow you to view their message boards as a guest as well as a member. But only registered members may write new messages.

Once you have registered, you can customise the way you view the messages on the board. The simplest way of viewing them is "unthreaded". Put simply, this lists messages in chronological order. The more useful way of viewing messages – or "posts" – is "threaded". Threaded



Hogarth's depiction of the madness in London at the time of the South Sea Bubble scandal serves as a warning against too-good-to-be-true offers on the Internet

BULLETIN BOARDS ON THE WORLD WIDE WEB

Global Investor Forums www.global-investor.com/forums
Hemmington Scott Information Exchange www.hemscott.com/infoexchange.htm
Interactive Investor Insider www.iii.co.uk/insider
Market Eye eye-to-eye www.market-eye.co.uk
Motley Fool Message Boards boards.fool.co.uk

discussions are grouped according to a specified subject.

For example, you might start a thread by posting on the subject of ICT's earnings. If I respond to your post, mine will be: "Re: ICT's Earnings" and so forth. All of the replies to your subject will be kept together. This makes it easy to follow each small discussion on a board. So threaded viewing takes the subject into consideration first, and the chronological order second.

Some of these bulletin boards are moderated, some are not. UK

Shares, for example, is moderated. Simple rules are applied to the over-advocacy of a particular issue, and several administrators and moderators ensure reasonably orderly conduct without being intrusive.

This website is run on a not-for-profit basis.

Some of these message boards are configured so that you do not actually need to go to them to read any responses to your message.

The Global Investor Forum on International Investing allows you to receive replies to your posted messages automatically by e-mail. There is an advanced keyword search facility on message archives. You can also keep track of messages posted to the forum by setting up your personal forum monitor. Messages satisfying the keyword criteria you set will be forwarded to you by e-mail.

The Web will supply everything that most people need. But newsgroups on the Internet, known collectively as "Usenet", predate the

establishment of the Web; they are the original virtual communities of the Internet. For access to the total of 28,240 newsgroups, you need another piece of software in addition to your Web browser. But only a couple of them are worth a visit for investment news.

The Usenet is the wilder side of the Internet, so use your common sense. Anybody who has a really hot tip about a share price move is also going to be clever enough to keep it to themselves. Treat what you read with a healthy scepticism.

A little cross-investment can cause a large conflict of interest

BY KATHARINE LEWIS

RATHER THAN purely investing in companies' shares, many investment trusts invest in other trusts in the management group's range, or in the shares of a parent company.

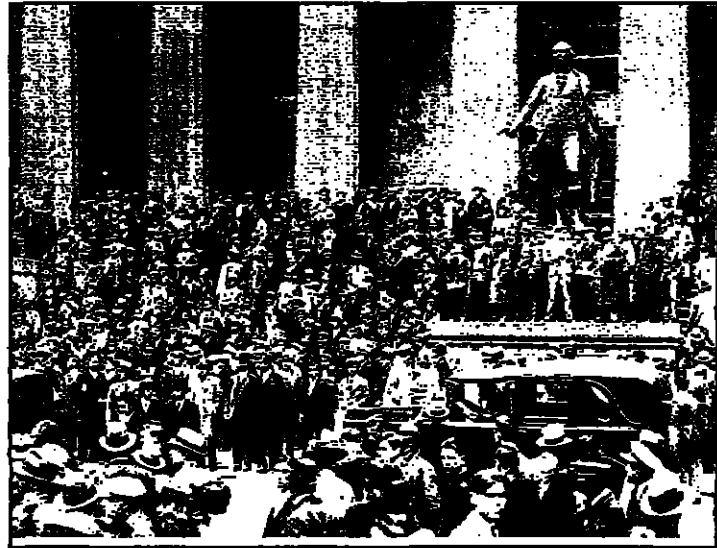
This practice could, at the very least, lead to conflicts of interest, and at its worst could lead to the wholesale collapse of funds – as was the case during the 1929 stock market crash, when large numbers of investment trusts were invested in each other.

Among the most affected investment trusts are funds run by Aberdeen Asset Management and Fleming Investment Trust Management, as well as a number of split capital investment trusts.

There are three different issues surrounding investment trust cross-holdings. In simple terms, investment trusts may have large holdings in their parent companies, often making up one of the top 10 biggest holdings in the trust. Experts believe this adds risk to the fund, due to the reliance on a single company, and that the cross-holdings also lead to conflicts of interest. And some trusts repeatedly invest in other trusts run by the same parent investment group. This, again, can potentially lead to conflicts of interest.

More complex still for investors are the split capital investment trusts that invest in each other, creating a "virtuous circle" of investment. Some investment trust analysts have called this the "House of Cards" phenomenon.

They believe that, because these funds are all invested in each other via each other, the collapse of one fund, or the performance of the



Chaos on Wall Street before the 1929 crash, which was caused partly by trusts investing in each other

sector of funds as a whole, could spell disaster, creating a vicious circle of declining performance.

Fleming Investment Trust Management runs a large number of investment trusts and other types of closed-end funds. Four of its investment trusts, in particular, own large stakes in the parent company, Robert Fleming Holdings. This is despite each fund having a distinctly different investment mandate.

For example, Fleming Mid Cap has 3.4 per cent of its funds in Robert Fleming, making the holding its second largest. Fleming Overseas has 3 per cent in Robert Fleming, its second largest holding, while Fleming Continental European has 3.1 per cent (its fourth largest holding) and Fleming American has 1.8 per cent (its fifth largest holding). In the past, the number of funds owning

Robert Fleming shares has been even higher. In early 1998, Fleming Income & Growth and Fleming Fledgling funds also held large proportions of shares in the parent company. Fleming Fledgling divested its Robert Fleming shares when it altered its investment mandate to become Fleming US Discovery – the only investment trust in the UK market to invest in the shares of US "microcap" companies.

Ian Overage, manager of investment trust marketing at Flemings, says many funds hold Robert Fleming shares for historic reasons. "Our Japan fund used to be a general investment trust, so its holdings in Robert Fleming were quite normal for that investment mandate," he says.

"When the fund was converted to just investing in Japan, the board of

directors decided it was in the investors' interest to keep some of the shares, as they have performed well.

"All our investment trust boards are independent, and stock choice is made in the interests of the fund and the shareholders," he claims.

Robert Fleming has had problems recently due to its exposure to Asian and emerging markets. Some experts say most other investment trusts, not managed by Fleming, would have sold holdings in Robert Fleming under such conditions.

The performance of these four Fleming investment trusts will be highly dependent on the performance of Robert Fleming Holdings itself, whose performance in turn will be partly dependent on the success of the trusts it runs.

The performance of Fleming Mid Cap, Overseas and Continental European funds have all been below the average for their investment trust sector over the three years to 22 February 1999. The only fund to outperform has been Fleming American, which has returned 118 per cent over that time, compared with a sector average of 30 per cent over the three-year period.

Unfortunately, it is difficult to assess the performance of Robert Fleming Holdings' shares as it is not quoted on any stock exchange and it does not publish its performance to the public. But Mr Overage claims: "Robert Fleming has had excellent performance over the long term and, in many cases, its shares have been the best performers in the trusts that hold them."

Several of Foreign & Colonial and Henderson investment trusts also used to hold shares in their parent companies, but these holdings

have been reduced or eliminated. In early 1998, Foreign & Colonial Investment Trust, F&C Enterprise Trust and F&C Smaller Companies all had shares of Hypo Foreign & Colonial Management in their top 10 holdings. Henderson's Witan and Electric & General investment trusts both had Henderson shares in their top 10 holdings.

Several Flemings, Aberdeen and Foreign & Colonial investment trusts also have holdings in other investment trusts in the same group. For example, Aberdeen High Income has the highest cross-holding of the survey, with 14.8 per cent in Aberdeen Preferred Income investment trust. It also holds 6.4 per cent in Aberdeen Preferred Income Subordinated Unsecured Loan 8.25 per cent, the fourth largest holding in the fund.

Aberdeen Preferred Income shares also feature in two other Aberdeen investment trusts, Danae and Jove, bringing the overall cross-holding of Aberdeen Preferred Income shares within Aberdeen trusts to more than 45 per cent.

If the combined value of High Income, Danae and Jove is £122.7m at the time of writing, then the value of the holdings in Aberdeen Preferred Income investment trust shares is approximately £56.2m. This equates to 30 per cent of the value of the £190.2m Aberdeen Preferred Income investment trust.

In theory, if these shares were sold, this would have a dramatic effect on Preferred Income's share price and the discount would widen – not an attractive possibility for shareholders in this fund.

Other examples of cross-holdings at Aberdeen include the Aberdeen Emerging Asia investment

WHICH INVESTMENT TRUSTS CROSS-INVEST?

Fund name	Cross holdings and holdings of shares in parent company in top 10 biggest holdings	% of holding	Pos. in top 10
Aberdeen Asset Management			
Aberdeen High Income	Aberdeen Preferred Income	4.8	1
	Aberdeen Preferred Income Subordinated Unsecured Loan 8.25%	6.4	4
Aberdeen Emerging Economies	Aberdeen India	5.8	1
	Aberdeen Asia Smaller Companies	1.6	10
Aberdeen New Dawn	Aberdeen India	8.6	1
	Aberdeen Indian Opportunities	2.9	10
Danae Investment Trust	Aberdeen Preferred Income	8.6	1
	Aberdeen Preferred Income Subordinated Unsecured Loan 8.25%	4	2
Jove	Aberdeen Preferred Income	8.1	1
	Aberdeen Preferred Income Subordinated Unsecured Loan 8.25%	2.9	3
Aberdeen Emerging Asia	Aberdeen India	13.2	1
	Aberdeen Asia Smaller Companies	3.9	6
Baillie Gifford			
Monks	Baillie Gifford British Smaller Cos Fund	1.3	9
Baring Private Investment Management			
Tribune Managed	Baring Euro Growth	2.4	3
Dresdner RCM Global Investors			
Shires	Dresdner RCM Emerging Markets	1.8	6
Dresdner RCM Emerging Mkts	Kleinwort Benson India Growth Fund	2.7	7
Dresdner RCM Smaller Cos	Kleinwort Development Fund	1.9	5
Edinburgh Fund Managers			
Dunedin Worldwide Inv. Trust	Edinburgh US Smaller Cos Fund	3.7	1
	Edinburgh Global Emerging Markets	1.5	9
Fleming Investment Trust Management			
Fleming Mid Cap	Robert Fleming Holdings	3.4	2
Overseas	Robert Fleming Holdings	2	2
American	Fleming Flagship US Discovery	3.5	1
	Robert Fleming Holdings	1.8	5
Continental European	Robert Fleming Holdings	3.1	4
European Fledgling	Frontier European Discovery	9.8	1
Asian	FFF Fleming India	7.3	1
Foreign & Colonial Management Ltd			
Emerging Markets	F&C Peruvian Investment Company	3	2
	F&C Romanian Investment Company	2	5
Smaller Companies	F&C Enterprise Trust	2.9	1
Glasgow Investment Management			
Shires Income	Shires Smaller Companies	6.2	1
Martin Currie Investment Management			
Income & Growth Split Capital	Martin Currie North American	1.9	10

Source: Trustnet (www.trustnet.co.uk)

As at 25/2/1999

trust, which has 13.2 per cent of its money in Aberdeen India, making it the largest holding. Aberdeen New Dawn also has 8.6 per cent in Aberdeen India, again making it the largest holding.

Piers Currie, marketing director of investment trusts at Aberdeen, explains: "We invest in our India fund as it avoids the large capital gains tax charges levied by the Indian government when investments are made direct into Indian shares." He

says that the fund managers choose their holdings very carefully.

Katharine Lewis writes for 'Bloomberg Money' 'Bloomberg Money' is giving away 300 copies of the latest magazine free to the first readers who call 01795 414 936; fax 01795 414 555; E-mail bloomberg@galileo.co.uk; or write to 'Bloomberg Money', Freeport 5505, Sittingbourne ME9 8BR, quoting reference IE7/4.

MY BIGGEST MISTAKE: JOE McNALLY

I failed to put long-term benefits above short-term pains

MY BIGGEST mistake was that I didn't follow my instincts and disrupt things in the short term for longer term benefits. I've spent most of my life in the computer business, but I joined FMC Harris – the country's leading meat and bacon supplier – to get some management experience. We had about 40 abattoirs and eight bacon factories.

Because it is such a low-

profit business, one of the problems I had was the remuneration method for paying the slaughtermen: it was mainly for overtime and piecework. It was totally out of sync, and at some stage we just wouldn't be making any money at all. Somebody had to change the pay policy for most of the factory work but, although I recognised that quite early on, I did nothing about it. I was so terrified that I would

disrupt the business in the short term that I failed to understand the importance in the longer term. I didn't follow my instincts and make changes, which would have caused the unions to pull the workers out on strike and meant I would lose two weeks of production, rather than stop the basic fabric being undermined by methods and procedures which had been running for 25 years.



Joe McNally, now in his early 50s, went to the meat business FMC Harris, where he became a managing director. He founded Compaq in the UK in 1984

About two or three years from the time I should have taken the decision, the business was in such a desperate state that we were subject to a hostile takeover because profits were so weak.

I was in an environment that was quite alien – a bureaucratic, autocratic environment – with people on the old boys' network. I was about 34 at the time, and my nearest col-

league on the board was 62. Unfortunately, I was swayed by the consensus and attitude of the board at that time. The lesson I learnt was never to get confused by the age of people. At Compaq, if we have young people who demonstrate a competency, we say: 'Give them the opportunity to prove that. Delegate where you feel comfortable in doing so, irrespective of whether the person is young

or even inexperienced'. One of Compaq's hallmarks is to have an open management style so that we listen to each other. It's a young company, and we allow people to make decisions. The message is to do it if you think it's right, irrespective of whether in the short term it may have an adverse effect, provided you are absolutely convinced there is a long-term benefit to the corporation.

FINANCE

We're online to call government direct

By PAUL GOSLING

ONE OF the Government's most delayed and most significant policy statements was launched last week. Yet, largely because of the war in Yugoslavia, it went almost unnoticed.

By 2008, all public contact with the Government will be possible electronically - via the Internet, interactive TV or multimedia kiosks. Within two years, 90 per cent of the Government's low-value purchases will be conducted electronically and every job seeker will be able to look for work electronically. By the end of next year, we shall all be able to obtain instant advice on health concerns using a 24-hour a day NHS Direct call centre.

The *Modernising Government* White Paper also announced that the Cabinet Office could block Bills that imposed unnecessary regulation on business. Local authorities and other public bodies will also be deregulated. Public servants whose performance is poor may be refused annual pay increases. Targets are to be set for increasing the number of women and ethnic minorities employed in the civil service.

The proposals represent the biggest reform of the public sector since the Thatcher revolution that saw the creation of Next Steps agen-



Jack Cunningham: Accused of 'play station' type government

cies, transferring two-thirds of civil servants from Whitehall departments to arm's-length bodies, and the obligation on public organisations to contract out or market test the delivery of services.

When Jack Cunningham, minister for the Cabinet Office, told the Commons of the "learning labs" that would help ministers and senior civil servants to make policy better, that public services would be organised around "common life episodes" - such as birth, marriage and death - and of creating "joined-up" government he was accused by opposition MPs of swallowing a

management consultant's dictionary and introducing "play station government".

Leaders of the IT industry, though, welcomed the White Paper. John Wolfe, government strategy manager at ICL, said: "There is an underlying commitment to deliver better services focused on the citizen. This might not appear particularly innovative - it is when you consider that the model in which we interact with government hasn't changed fundamentally since the end of the First World War." Mr Wolfe stressed the benefits to the individual of being able to advise the state just once of a change of address or of the death of a relative, knowing that all relevant national and local public bodies will be notified.

But not everyone will appreciate data sharing - by the police and tax authorities on suspected drug traffickers, for instance. Banks have already shed staff by assisting customers to use branches less and use cash machines, call centres and the Internet. Persuading welfare claimants to apply electronically could cut many jobs in the Department of Social Security.

The Department of Trade and Industry reported that a financial transaction conducted through a bank teller costs \$1.07, (68p) through a call centre it is 52 cents, using a

cash machine it falls to 27 cents, but over the Internet it is just one cent. The move to virtual channels enables organisations to dispose of properties - and the move to re-source accounting in Whitehall is causing departments to focus on the cost and value of their fixed assets. This view is endorsed by a recent study by the National Audit Office of Ministry of Defence offices, which found that electronic records can dispense with 80 per cent of paper files and reduce the need for office space.

Just as impressive is the opportunity for savings by moving to electronic procurement - it is much cheaper to buy goods over the Internet. Those savings rise when a buyer is required to enter into a wide tendering process - and the time it takes is greatly reduced.

These efficiency improvements rise markedly if the whole buying process is re-engineered. If budgets are delegated, buying departments dismantled, procurement cards issued, electronic ordering instituted and ledgers automatically updated, then as much as 90 per cent of buying costs can be eliminated.

For all the fine words of making public services more citizen-centred, there is also a strong motivation to bring down the costs of government. Even Gordon Brown might smile at that.



Downing Street, which is facing an electronic revolution by 2008

Alisdair MacDonald

Jobs boom peters out but accountants stay in credit

By ROGER TRAPP

ACCOUNTANTS ARE seeing their pay rise at its highest rate for more than five years, according to the latest survey of the profession by the financial recruitment consultancy Robert Half International.

The average rise last year was 4.5 per cent, but this figure disguises a wide range of increases. The largest rise, 6.1 per cent, was enjoyed by accountants working in the finance sector, while the lowest, 3.8 per cent, was in the public sector and

charities. There was a geographical split, with the South seeing larger pay increases than the North.

Jeff Groat, UK managing director of Robert Half, said such figures were for people remaining in the same job; those that changed job in the year saw their pay go up by an average of twice as much. Though the news was encouraging, espe-

cially since the survey of more than 600 companies covered a period of economic uncertainty, Mr Groat warned that the figures were unlikely to be repeated this year.

"The jobs boom appears to be over," he said at the launch of the survey last week. Since last September, the froth had gone out of a market that had been looking increasingly hot.

Nevertheless, all is not doom and gloom. Though the proportion

of companies looking to increase the number of financial staff that they employ is down from last year's peak of 34 per cent to 22 per cent, the percentage looking to actually shed such employees is unchanged at 10 per cent. And Robert Half expects demand for accountants to remain fairly high. With about 60 per cent of companies still finding it hard to recruit staff, pay rises are expected to average about 3.7 per cent.

Mr Groat said: "The candidate re-

mains king, provided he or she is young, or part or recently qualified."

However, this does not mean that such people should relax. Mr Groat has pointed to "the decline of the technocrat and the rise of the commercial manager", which he sees as connected with increasing emphasis on individuals' performance in the job.

The survey shows that - while the growth in popularity of bonus schemes has levelled off with about

70 per cent of organisations providing bonus payments averaging 12 per cent of salary - nearly half of salary rises included an element of merit pay and performance-related pay was particularly prevalent within the finance sector.

The report also provides further evidence of the trend for temporary financial staff first identified several years ago. Fifty-six per cent of employers now use temps and of those 40 per cent have increased their use

of them within the past year, it says. Companies are also tending to use more qualified temps and are increasingly using them as a means of assessing suitability for permanent employment.

Mr Groat said such employees were typified by an Australian or New Zealander visiting Britain on a working holiday spanning a couple of years. But the "can-do" attitude was increasingly personified by South Africans.

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صكزا من الاصل

Joining a gym can be a stressful exercise

JANE HAS decided that we need to join a gym. This I blame on the fact that we've just come back from a holistic Caribbean spa, and although, as Jane points out, our chakras may be well and truly balanced, it's done little for toning up the flab. "Not to mention all that guava cheesecake we got through," she says, pulling at her waistband.

Now, my opinion is that if God had meant us to use jogging machines we'd all have been born as hamsters. Unfortunately, Jane is an unstoppable force when she gets enthusiastic about something, so I'm not in the least surprised to

find myself the following evening in one of the Square Mile's finest sweat factories having a "try-out" session. "How much to join?" I hiss at Jane as our salesman-cum-instructor talks us through the membership fee structure. Robbie, whose teeny shorts show off his well-muscled and tanned legs to nauseating perfection, has just mentioned a figure the size of a Third World country's debt.

"It's worth it," Jane hisses back. "Think how great you'll feel." In theory, I know, she's right. I don't get nearly enough exercise, what with spending most of my waking hours at a desk or a dining table.

A regular workout would do my body the world of good.

Unfortunately, Jane has overlooked the psychological downside. "I mean, look at these people," I say as we stand on the edge of the cardiovascular area watching everyone jog, row, ski and climb but go nowhere. "Trendy sports gear, perfectly manicured nails, not a hair out of place - and that's just the men. I bet it's even designer sweat." But Jane just ignores me, flicks her fringe and hops on to the nearest machine so Robbie can do complex calculations with her pulse rate and a stopwatch.



THE TRADER

They won't stop - if you open a gym for City types they'll just turn it into a contest

I am left to wait my turn with the tanned one. I haven't worn my sports gear since school, which means the only initials embroidered on it are my own. I look like a country bumpkin compared with the regulars, and toy briefly with the idea of writing to *Real Rooms* and asking if they could do a makeover on me instead of some dreary kitchen or bedroom. After all, I reason, I feel the size of a house.

As I stand there, my attention is caught by two men on the jogging machines nearest to me. They look in their early thirties, though it's hard to tell as their

faces are screwed up from the effort of running flat out. I can just about see, with a little surreptitious neck-craneing, that they have both been on there for 35 minutes: a fair workout, I think, and they'll be stopping any time now.

Only they don't.

And then I realise what has happened. Yes, I think, they have both started on the machines at the same time and would rather die than be the first to stop, though if they carry on much longer that may well be what happens. So much for the stress-busting qualities of exercise. Open a gym for a bunch of City types and they'll turn

it into a contest. Suddenly it's my turn with Robbie. I start to stride out on the treadmill and I'm just beginning to think that not only do I feel like a hamster but I look like one too when I realise I'm enjoying myself. The minutes fly by and, when Robbie measures my pulse, it turns out I'm fitter than I thought.

"That was awful," Jane says as we get changed. "Apparently I'm terribly out of condition and I drink too much... I need a vodka right now."

"How can you say that?" I ask her. "It was brilliant. In fact, I think I'm going to join..."

Going global is goal that may prove elusive

BY ROGER TRAPP

IF THERE is one thing you can always be sure of in the constantly evolving world of the leading international accounting firms it is that the Andersen organisation is up to something. It has not reported strong double-digit growth year in year out by sitting around waiting for things to happen.

Nevertheless, the news that the accounting side of the operation, Arthur Andersen, was poaching the entire Canadian practice of rival Big Five firm KPMG was an unexpected act of audacity, even from a firm that has been picking up parts of rival practices for some time. In particular, it must have been a grave shock for the senior executives of KPMG, who have sought to move beyond the abandoned merger with Ernst & Young by establishing a true international structure.

However, even allowing for the fact that the Canadian partners are this week voting on whether to join up with Andersen, the move announced on 25 March is, stresses Mike Rake, KPMG's UK senior partner, a long way from a "done deal".

He and his senior colleagues have done their bit to confuse matters by bringing forward the announcement of a plan they insist has been in gestation for months - to create two giant firms out of more than 20 national practices in Europe and the Americas.

And they appear to be optimistic that even if the existing Canadian partners follow Spencer Lanthier, their chairman and chief executive,

into the hands of Andersen, they can recreate a viable Canadian entity by means of Canadian partners currently working in various locations around the world.

But the announcement from Andersen suggests that it was the nature of the planned internationalisation being co-ordinated by Colin Sharman, the former UK senior partner of KPMG who is now the firm's global head, that precipitated the current crisis.

Although Mr Lanthier said he and his partners had "great respect" for their KPMG International colleagues, he also pointed to "concerns about the high cost of the reorganisation and the number of years it would take to complete".

The planned partial flotation of KPMG's US consulting practice - which emerged some weeks ago - only adds to the complexity in what seems to be a highly fluid situation.

The two KPMG firms - Americas (which, confusingly, is supposed to include Australia and New Zealand as well as practices in North America, Latin America, Mexico and the Caribbean) and Europe, Middle East and Africa - are designed to lay to rest long-standing accusations that KPMG is much more a loose federation of national firms than a true global entity.

Mr Rake says the company's plan, which it is envisaged will eventually see the creation of yet another, Asia-Pacific, region, "will give the

worldwide firm the ability to deliver on a consistent global basis the products and services clients need to solve their problems".

The timing of the announcement inevitably gives the impression that KPMG is currently on the defensive - much as it seemed to be when it responded to the announcement in the autumn of 1997 of the plan to create what is now PricewaterhouseCoopers.

Yet it appears that Andersen is not moving from a position of total strength either. The long-running dispute between Arthur Andersen and the even faster-growing Andersen Consulting, which is to be the subject of arbitration, has undermined the idea that the Andersen Worldwide organisation has achieved the global integration that seems to have eluded everybody else.

If, as is now widely expected, this process ends with the two parts going their separate ways, Arthur Andersen would be left some way adrift from the rest of the Big Five. Accordingly, say observers, it will be looking to compensate for this by acquiring parts of other firms. If it succeeds in attracting KPMG's Canadian practice, other prizes might fall into its grasp, or so goes the thinking.

At the same time, though, it is widely acknowledged that the strong culture that has undoubtedly helped Andersen get to where it is today does not suit everybody. In particular, it has twice been involved in talks,



Both KPMG and Andersen are trying to build global firms. But as KPMG's Mike Rake says: 'The issues are extremely complex' UPP

later abandoned, aimed at bolstering its legal services arm through the addition of a respected City of London law firm.

All of this demonstrates just how difficult building a global professional services firm is. Observers at other firms are watching this particular episode with interest, no doubt aware that not everything is perfect in their own patches.

Many of the difficulties are simi-

lar to those confronting other businesses; cultural differences, varying regulatory regimes and the challenge of long-distance management.

But at the heart of the problem is the structure of professional firms. While it appears to be possible to create some kind of global "umbrella" that works for branding purposes, making something more concrete continues to be elusive.

It is an accepted fact that if you

were seeking to build a global professional services firm from scratch you would not start with a partnership. Even in firms where significant amounts of day-to-day management are devolved to executive teams, partners still demand a say in important decisions and at the same time do not always feel they necessarily have to obey executive commands in the same way that employees in corporations do.

It is for this reason that Mr Rake, while claiming to be very optimistic that he and his colleagues can bring about the creation of the two all-encompassing firms by the end of the summer, is not suggesting KPMG is coming close to total global integration.

"I don't believe it's easy for a professional services firm to be global," he says. "The issues involved are extremely complex."

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ME AND MY PARTNER

MICHAEL WOLFF AND PIERS SCHMIDT

The designer Michael Wolff and the entrepreneur Piers Schmidt bonded while strolling round Regent's Park in London. In 1997 they founded The Fourth Room, an innovative consultancy that helps companies to plan future strategy



Rajesh Lathigra

'We can do a month's work in half an hour - it's like having skis of infinite length on a glacier' - Michael Wolff (left) and Piers Schmidt say they have 'an underpinning trust' and 'unstated telepathy'

PIERS SCHMIDT: I read English at Cambridge, and later set up my own company. The pinnacle was an ambitious management buy-in for three classical recording companies, to create an independent company that had some muscle.

The idea of taking artists' careers long-term and becoming more like a management consultancy was innovative. But it all went horribly wrong. We needed £4m in equity and only got to about £3m. My finance director took me aside and said: "You have to let go". I ended up as a corporate financier to pay off my debts. It took me three months to persuade them to give me the job, and I left after three days.

The very next day, a chum rang up and said: "There's a design company who are very creative but don't understand business. They have asked me to help, but I can't. Would you?" I saw a huge opportunity for companies like that to employ people like me who could articulate their value to the business community. A headhunter led me to Newell and Sorrell, where I met Michael.

He told me a story about the way people problem-solve: they tend to go into certain mind spaces, like rooms in a house. The first room is where people see a brilliant example of what they are trying to achieve - and then set about trying to replicate it. It's essentially plagiarism. Michael said: "There's a lot to learn, but don't dawdle there." The second room is that of reason - death by market research.

In the third room, you find a lot of people from design and advertising: it's the room of convention and precedent. You get repetition, and you don't achieve any kind of distinction. The fourth room is the room of not knowing. It's the room of liberating yourself and giving yourself to total blank space. That gave us a mechanism to create a business.

You have to wait for an idea to gel, then go for it. Meanwhile, I ran the rebranding programme for British Airways, which I used to prototype ideas. Three years and £6m of billing later, it was time for a deep breath. I had been talking to Michael about the limitations of companies. We wanted our product to be the thinking: to draw compelling, tangible pictures and scenarios of possible futures for businesses facing climatic change.

I met Wendy Gordon, now The Fourth Room's head of insight, through British Airways. I put her with Michael and hoped they would get on. She was bored of being the chairman of her own market research company. He came away thinking she was fantastic. Russell Lloyd, whom Michael had known for years, became our financial director. We all gathered at a hotel in Suffolk on a sunny Sunday afternoon in July 1997, and said: "Let's go for it."

Michael is the ultimate leaper. He leaps further and more daringly than anyone else. My job is to say: "Look Michael, that's fantastic, but it's

not realistic. We've got to come back a few levels."

There are suits who would look at Michael over the rim of their spectacles and say: "He's crazy." People at Newell and Sorrell said: "The guy's a nightmare; you can't keep him on a lead." I knew that, and therefore didn't try to.

Michael delivers his ideas on three levels: one is genius, the second is good, and the third is terrible. Dealing with that last third can cause difficulties, and one thing I have learnt is to be firm, not in a patronising or negative way, but being clear and having resolve. There are moments when we have to bite our lips. Michael has a lot of experience and wisdom. He's very laid back, and that could be my occasional frustration: he's still such a Sixties man.

Michael gives himself in 10 seconds, and he's never before found a way of charging for that. So we have said to clients: "Join us for a fixed monthly fee, and because it all adds up, we will feel justified in giving you the ideas."

We have a big vision, to become a new kind of venture capital company. There is a huge gap in the market, and we have a revolutionary model. Our aim is to put together venture ideas and management teams ourselves and take them from the moment of thinking

'I wish we were in America in some ways - I find the UK the land of foot brakes, and the US the land of accelerators'

through to a patent or crystallised idea.

It's a four to five-year project. We're developing capital value here and, at the end of it, Michael will have created something to live comfortably from. For me, it's the opportunity to make some money to give me a bit of freedom from being slave to a salary.

MICHAEL WOLFF: The first thing I noticed about Piers was that unclaustraphobic sense. So often, by virtue of being an employee, you are sacrificing something of yourself. He wasn't doing that - he was his own man. He wasn't trying to please anyone or worrying about the consequences of what he said.

In 1964, I created Wolf Olins with Wally Olins, who had an astonishing cupboard full of qualities I lacked. He was serious about discipline, about history, about what he knew. I am frivolous about what I know, about history - but passionate about the future. Wally was a historicist. What led to the split was that our first chapter was about forging new territory, and I wanted to stay doing that. I became an advocate for creativity wherever I went. I was endlessly in other people's territories and tribes, but found

myself exasperated. The "fourth room" was a little autobiographical talk that I gave. I had spent a great deal of time in the first room. I felt illegitimate as a designer. I began to edge into the second room, to validate what we did within the business community. There's also all sorts of things to do with being compliant and having good relationships. I felt that Wolff Olins had moved with relish into the third room. It's a room where you find relaxation. But my exploration instinct is tireless. I think it gives me an energy, though other people find it tiring.

I realised I wanted to find a fourth room for myself to work in, because that was where I was strongest. I had always been obliged to obfuscate, saying: "It's going to take me six weeks," because that's what business understands.

I was lonely working on my own, so I went to Newell and Sorrell, to be useful to them in a non-specific way. One day, Piers and I were walking round the lake in Regent's Park and I told him the fourth room story, and felt he realised the predicament. We knew we were both warriors in the same battle. For me, criticism is a carborundum stone. It's the way to sharpen things you have already conceived. I found the N & S company culture very intolerant to criticism: it was hostile to having to face the fact that the road we had come along maybe wasn't the right road. I think it does people a disservice not to go back. I felt it was of more value to be open and naked. Every time I heard someone talk about "positioning", I couldn't stand it, because it immediately says: "I can't reveal the truth, therefore I have to take a position."

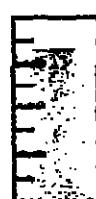
I knew that to be isolated with my own qualities wasn't a sufficiently balanced vehicle actually to run. I enjoyed the process of becoming a business. It took time to realise there had been a picture of me, which I had accepted as accurate - that I was not a person who could build a business. It's very gratifying, with The Fourth Room, that when we are faced with someone who does have a problem with the future, we can solve it very quickly.

The venture capital side is the most interesting thing. I don't endlessly want to use other people's companies to do things. There are things I would like to see happening. I wish we were in America, in some ways: I find the UK the land of foot brakes and the US the land of accelerator pedals. But I hope we have walked into clutch land, where people are willing to disengage.

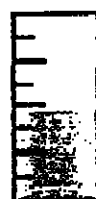
Like any partners, Piers and I have an underpinning trust and unstated telepathy. We go incredibly fast. Piers has enormous electricity and very little baggage. We had a meeting this morning where we did a month's work in half an hour. It's like having skis of infinite length on a glacier. He has an incredibly clear head and terrific energy, and I can always see a bigger picture.

INTERVIEWS BY RACHELLE THACKRAY

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HAS FINALLY CAUGHT UP WITH THE BIRO.



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WEDNESDAY REVIEW

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The power of Scotland



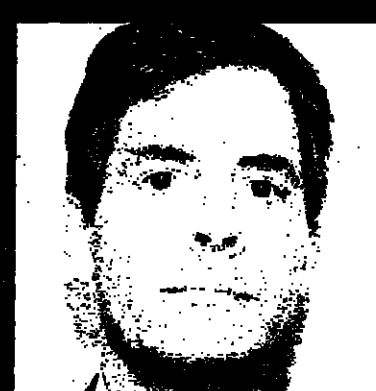
ROBERT SMITH
BUSINESSMAN AND
BANKER



ANDREW RADFORD
CHEF, THE ATRIUM



WENDY ALEXANDER
PROSPECTIVE LABOUR
CANDIDATE



MARK JONES
DIRECTOR, NATIONAL
MUSEUMS OF SCOTLAND



JOHN SWINNEY
SNP TREASURY
SPOKESMAN

Scotland used to be run from afar by tweedy old men with a whisky in one hand and a fishing-rod in the other. Not any more. As the election campaign launches this week, a younger generation is gathering to form Edinburgh's New Establishment

Some cities just aren't designed to be fashionable. Take Anchorage, for instance, or Spitsbergen. Or Aberdeen, where even the prostitutes wear six layers of sturdy, windproof clothing. And think, for a moment, of the logistics of hipness in Edinburgh. Scotland's capital may be beautiful, but you try wearing a wraparound skirt in the most efficient wind-tunnel on earth. Kitten heels on cobbled streets, slippery dresses in a rainstorm, elaborate curler-work in a force 10 gale – it just doesn't work. No wonder Edinburgh's split personality always used to be characterised as "fur coat and nae knickers".

Scotland's capital has always seemed foreign to its own land. It prides itself on its "cosmopolitan" atmosphere, but – barring the seasonal convulsions of the Festival and Hogmanay – cosmopolitan usually just means Anglicised. Despite this, the political, cultural and economic events of the past few years have begun a subtle shift. In less than a year's time, Scotland will have its own parliament based at Holyrood and a set of MSPs who – depending on one's point of view – are either new! fresh! exciting! or alarmingly untied. And with them comes the hint that Edinburgh's weatherbeaten respectability may soon be slipping into something much more revealing.

If nothing else, the promised parliament is already rejuvenating central Edinburgh. Not only does the capital get the £50m parliament building (flicked by its architect to a ship, likened by its enemies to a shipwreck), but it gets all the peripheral perks as well. The new National Museum of Scotland has just opened to much admiring fanfare. Sean Connery is currently negotiating with Sony to build a new film studio on the city outskirts and – despite a recent move

to Delta House in Glasgow – the Scottish Labour Party "will probably go" to Edinburgh in the near future. The BBC is also debating the site for its new headquarters; rumour is that it will remain in Glasgow, if only because a move eastwards would seem too painfully pointed.

Most lament the "unconstructive" rivalry between Scotland's two main cities; no one pretends it doesn't exist. But if Edinburgh's revival is dependent on the whims of institutions, Glasgow's culture has and will always come up from the street. Edinburgh has politics, Glasgow has commerce, Edinburgh has finance, Glasgow has fashion, Edinburgh has banks, Glasgow has sport, music, art, life: Glasgow has always been cool; the only surprise is that Edinburgh now has pretensions to cool.

Even if one were to take fashion – that old lodestone of economic well-being – something is happening to the city which still regards "sensible" as the greatest sartorial compliment one can pay.

BY BELLA BATHURST

For decades, Edinburgh's chief contribution to clothing has been knee-length fawn gabardine; the city gave the impression of considering nice clothes if not quite the work of the devil then somehow morally suspect. If you wanted more than just floodwear and tartan trews, you swallowed hard, bought the train ticket west and went to a place where labels are considered not shameful but gorgeous. It may be some time before Edinburgh becomes the Milan of the North, but it is showing some signs of reconsidering.

The best example is George Street, the sandstone spine of the New Town. Five years ago it was home to a couple of respectable hotels, two bookshops, several banks and one or two clothes shops selling a collection of A-line skirts which looked as if they'd been boil-washed in rainclouds.

Now there's a wood-and-aluminium bar every two paces, several of the smarter high street clothes shops have opened branches and the venerable Roxburgh Hotel is being revamped.

Andrew Radford was the first to move into the area, taking a £20,000 loan to start the Atrium six years ago, and in the process began the re-invention of Edinburgh's eating. Previously, the city's food had been as stodgy as its reputation; now the inhabitants can dine in style from one end of the city to the other.

From banks to galleries, asset management to hotels, Robert Smith manages a portfolio of jobs almost as comprehensive as his erstwhile Morgan Grenfell colleague Nicola Horlick. As Chief Executive of Morgan Grenfell Asset Management; Chairman of the Stakis Group and Director of the Royal Bank of Scotland, he spends much of his time airborne, between London and Scotland. Scotland also gets a fresh look at its history. Until 1992, Mark Jones – ex-Eton,

Oxford, entirely English – was keeper of coins and medals at the British Museum. Then he was appointed to collect and curate Scotland's history as director of the National Museums of Scotland. In the process, he changed Edinburgh's landscape and gave it back a bit of swagger. Thoughtful, smart and charming, he is modest about his contribution. "The way in which Scottish identity is represented is bound to be controversial, but it doesn't represent my views; you won't see the M Jones version of Scotland in the gallery. I don't think I set the agenda."

James Drummond, a fund manager with an Edinburgh firm, has been watching the changes for some time. "Six years ago, Edinburgh did feel very parochial, very much up its own arse. Now it is genuinely beginning to feel like a capital city.

Glasgow had the good years during the Eighties and Edinburgh is having its heyday now. But I think the parliament will be good for everyone, not just Edinburgh; the more decision-making happens in Scotland, the more everyone benefits."

Five years ago, it was possible to condense a list of those who actually ran Scotland from a predictable dozen. At the top of that list would be the Secretary of State for Scotland, who, along with his 15,000 staff, commanded his restive nation from a walnut-panelled room somewhere in the Scottish Office. Next would be his shadow, always in power but never in office. For five years George Robertson administered a mutinous crew of Scottish Labour MPs, before going south to become Defence Secretary.

Below them would be the Lord Justice General, and then a more elusive huddle of men (always men): the head of the Crown Estate Commission, the chairman of Scottish Enterprise, the head of the Scottish CBI; and then, when one looked a little deeper, those names which seemed to be stamped on every letterhead of every major company, bank or quango in Scotland; Bruce Patullo, the governor of the Bank of Scotland, Lord Younger, the chairman of the Royal Bank of Scotland, and Angus Grossart, the merchant banker. A little further down there were those, such as the leader of the Scottish National Party, Alex Salmond, who were more vocal than powerful, and others – the chairmen of the Old Firm football clubs Rangers and Celtic, religious leaders, landowners – who still held superstitious sway over the hearts and minds of their respective devotees.

Look closely at that well cemented list, and you'd get the impression that the nation was being run by 10 grey men in tweedy breeks sitting round a Perthshire dining table, dispensing favours over smoked salmon and drams.

Continued on page 8

Kosovo Crisis

Tens of thousands of people are fleeing Kosovo to take refuge in neighbouring countries. Many had just a few minutes to leave, taking nothing but the clothes on their backs.

Running programmes in Kosovo before the escalation of the crisis, Action Against Hunger has reacted immediately, participating in emergency relief operations in Albania. Experts and equipment are on the way to build crucial water and sanitation facilities for the refugees.

At the same time, other international teams on the ground are preparing for further relief operations in Macedonia, Montenegro and Kosovo.

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						FASHION

Teacher appraisal

Sir: I was interested to read your editorial "Good teachers deserve to be paid more" (Review, 5 April). Most if not all teachers would like to be rewarded for the hard work they do with increased pay, but the problem with the government's plans are that they are unfair and unworkable.

Even if an appropriate appraisal system could be developed (which I doubt), there would not be sufficient time in the school day to implement it. Teachers do not work in isolation, and to use the blunt instrument of exam results to reward some and not others will be divisive.

STEVEN JONES
Aylesbury, Buckinghamshire

Sir: If teachers agreed with your assertion that their unions do them "a great disservice" they would hardly join in such numbers and pay for the privilege ("Good teachers deserve to be paid more", 5 April).

If teachers were genuinely united in their beliefs about the fundamental issues surrounding their status and the education service, they could easily have put that into effect by joining the largest union. Thousands upon thousands have chosen not to do so.

You confuse cause and effect. Militancy has been the effect and not the cause of low pay rates.

Low pay rates are a function of the huge numbers involved and the reluctance of successive governments to raise the necessary finances from taxation. Electoral popularity prevails over proper professional rates of pay for large public sector groups such as teachers and nurses. If pay depended upon respect and popularity why are our nurses so poorly paid?

You state that NASUWT "has a strike ballot scheduled". That is the first I have heard about it. And by referring to NASUWT only as representing secondary school teachers you compound one factual error with another.

NIGEL de GRUCHY
General Secretary
National Association of
Schoolmasters' Union of Women
Teachers
London WC2

Serb 'genocide'

Sir: Brian Pooch (letter, 5 April) believes that there is no parallel to be drawn between the Second World War and the Holocaust on the one hand, and current events in Kosovo on the other.

His argument is that the current conflict has been confined to the former Yugoslavia, without the invasion of neighbouring states.

But this ignores the fact that what distinguishes Nazi Germany and made its policy truly evil was its policy of genocide, or ethnic cleansing.

There is the similarity to what is happening in Kosovo, and it is that to which the international community has to put a stop.

It may be argued that what the Serbs are doing now is worse than anything the Nazis got up to before the Final Solution in 1942.

Further, I do not understand what possible use there is, at this stage, in lamenting the failures of Western foreign policy.

For all the faults that Clinton (and Blair) and company have committed thus far, there is one overwhelming fact that has to be faced: the Albanian Kosovars are being murdered en masse, and the only way to put an end to that is to intervene in such a way, ground troops and all, as to defeat the perpetrators and, indeed, to destroy the Milosevic regime.

JEFFREY KAPLOW
London SE3

Sir: Letters in *The Independent* and other journals object to the term "genocide" being applied to Serb actions in Kosovo. The object seems to be to demonstrate that the Nazis were uniquely evil and, by implication, that the Serb conduct is excusable by comparison.

In fact the Serbs are copying

almost exactly the German treatment of the Jews in the period up to 1942 when the Final Solution started to be implemented. Communities were terrorised, robbed, expelled, often massacred, on the basis of their racial origin and usually with the assistance of a local civilian population.

Whether this is technically "genocide" matters little to most people and certainly not to the victims.
GRAHAM PERKINS
Bromyard,
Herefordshire

Sir: Adrian Hastings (letter, 1 April) begs the question when he invokes the Genocide Convention to justify Nato intervention in the Balkans. To be able to apply the convention correctly and objectively, we still need an impartial arbitrator to decide whether or not a particular situation constitutes genocide.

The West calls current action by the Serbs ethnic cleansing; the Serbs call it the rooting out of KLA terrorism. It is for the only appropriate body in this regard, to wit the United Nations, to establish who is right and who is wrong.
WALTER CAIRNS
Manchester

Sir: Why is it that the present leaders of western Europe lack the confidence of historical heavyweights like Willy Brandt, Charles de Gaulle and Winston Churchill in the face of Nato's American military dictates?

Russia should be included in strategic considerations on the Balkan peninsula rather than excluded from them. I am sure that if Moscow were to be included in a united European strategy towards Kosovo at the expense of Washington's flawed tactic of aerial bombardment, Serbia's nationalist militarism could be contained.

History teaches us that bombings, such as on London, Dresden and Vietnam, only strengthen civilian resolve and patriotism. If the politicians really want to demonstrate their

humanitarianism, peace-keeping troops must be deployed in Kosovo whether an agreement is signed with Belgrade or not.

Furthermore, those who propose that American technology is vital to the accuracy of the Allied offensive are misled by government propaganda. Yugoslav friends of mine have lost relatives in the Nato bombing. These relatives lived over 50 kilometres from the nearest military base.

RUDOLF RICHTER
Thames Ditton,
Surrey

Sir: I believe that one lesson history has taught us is that the biggest threat to any society is its own government. One of the noblest principles of the UN was to provide the peoples of the world with protection from these inherently dangerous institutions.

Now that the illegal bombing of the Serbs has set in motion the degrading of the UN's authority,

Sir: Recent letters have discussed the different attitudes to voluntary euthanasia said to be held by younger and older people.

What has not been made clear is how far any differences reflect, not the current ages of the people concerned, but the attitudes of the generations into which they were born.

Simplistic comparisons may conceal the fact that older people are becoming more inclined to support their right to decide than they were when younger, even if they are still less supportive than are younger people born into later generations.

We need longitudinal comparisons of the same people at different ages.
ERIC THOMPSON
London NW2

Sir: A conversation between Andrew Graham-Dixon and the artist Howard Hodgkin,

the question arises of what exactly we are to replace the UN with. Who now protects the world from any potential threat by the American-owned club called Nato?

This insidious organisation is effectively destroying the very rock that the new world order was supposed to be built upon.
DANIEL ELLIOTT
Nottingham

Sir: Turkish jets are also being used to attack Yugoslavia. Is this to force Mr Milosevic to comply or is it sending him the message that only Nato members have the right to commit ethnic cleansing with impunity?

JOHN TSANGARIS
London N22

Sir: Has the Bishop of Oxford ("For a Christian, this is a just war", 2 April) got a second job as spokesperson for the Pentagon? He cheered on the Gulf War, described the obscene bombing of

Iraq last December as "a moral necessity", and now here he is again, supporting what he himself admits is illegal Nato action against Serbia. Are there any acts of US aggression to which this Christian won't give his blessing?
ANDREA NEEDHAM
London E2

Sir: Surely Nato should be praised rather than criticised for not expecting the bestial behaviour of the Serbs as a natural response to its action.

Now that it has occurred we should anticipate events rather than react to them. The first need is to provide shelter and a safe haven for all the potential refugees - meaning all 2 million Kosovans who have not been murdered. I would gladly pay a 2p surcharge on income tax to help them. Fortunately, too, summer is approaching.

When Kosovo is empty and Milosevic has played his ace, we

scorn for the Jews". 1 April) is in error when he states that it is unusual for these two festivals to coincide.

The Council of Nicaea only freed the Church from the then indignity of being dependent on the Jews announcing the New Moon of Nissan. The formula they designed for fixing Easter Sunday resulted in it occurring during Passover in 17 of the 19 year Metonic cycle.

JONATHAN GRODZINSKI
London N3

Sir: So Rover's Longbridge plant will be saved at a cost of £150m of taxpayers' money and who knows how many jobs.

Should not the Government have got in return an agreement by Rover/BMW to reduce its UK prices to mainland European levels?
JOHN EVANS
Marlow,
Buckinghamshire

Sir: Edward Kessler ("Arguments for Easter: It is time to tackle the Gospel's

continue the bombing until Serbia agrees to our conditions - namely that all military and police are withdrawn (so the refugees can return with our aid and protection) and that all the perpetrators, including Milosevic, are surrendered to face justice.

If the Serbs continue to back him, we continue pounding them for as long as it takes - and we don't listen to any Russian pleading.
NIGEL NICHOLLS
Malmesbury,
Wiltshire

Water cure

Sir: Over time your readers have recommended the use of homeopathic treatment, saying that it is safe, effective and free from side effects.

With regard to these qualities, I recall the statement of the late Morarji Desai, former Prime Minister of India, who publicly accepted in 1978 that he was practising Auto Urine Therapy. He was severely criticised for his "dirty admission", but later it was accepted that he was ahead of the time.

In 1979 I spoke to him about my severe toothache. I used to spend sleepless nights, despite medical treatment. Mr Desai suggested that I put cotton gauze soaked in my own urine on the teeth. I took a sip of urine in my mouth and kept it there for half an hour. The pain gradually diminished. I continued the practice for several months and my shaking teeth became stronger. In the last 20 years I have lost two and a half teeth, without pain.

I am aged 75 years. I have not used any medicine for the last 20 years.

A friend had observed my eyes and predicted that I would develop cataracts within one year. I immediately began to wash my eyes with fresh, warm urine. After 20 years, my eyes are absolutely clean and the sight is normal.
R V SETHI
Alperton, Middlesex

Watching doctors

Sir: Your item on bad doctors ("NHS tricked into hiring bad doctors", 6 April) highlights the difficulty facing the NHS in particular (but not to exclude the private sector) in dealing with poor performing doctors.

As someone who has spent many years working with consultants to help improve their ability to assess the performance of junior doctors in training, to ensure that they are the best they can be when they become consultants, I have always been concerned about the continuing assessment of competence and performance, and ways to maintain a standardised system of documenting levels and types of competence, but also its absence.

Perhaps all health professionals need to carry something like a clinical passport which could document such things as employment history, further training undertaken, and areas of special competency.

Integrating NHS and private health within one system of regulation, and employment, is needed to provide assurances to the public that poor-performing or dangerous health professionals cannot just move jobs to escape scrutiny or punishment.
MICHAEL TREMBLAY
Amersham, Buckinghamshire

Cabs in a jam

Sir: The 1935 traffic jam picture ("Car now as slow as train and bus", 2 April) showed a 25 per cent proportion of taxis at Hyde Park Corner.

Today, the taxi is an even greater cause of slow flow in central London. Treated as "public transport" the cab is given all sorts of concessions. In reality it is a very selfish form of private transport and should be restricted accordingly.

Recently, I stood outside M&S (while my wife searched vainly inside for British-made goods) in east Oxford Street.

For the want of other diversion I counted taxis. Of 83 passing consecutively, 61 conveyed a single passenger. If that's not a misuse of precious roadway, tell me what is.

Here in Edinburgh, similarly, the taxi is treated with a respect it in no way deserves. An impediment to the development of adequate, speedy public transport (bus, tram or whatever) is the cab and our Transport High Hoidjins should act (and travel) accordingly.
JIM BRUNTON
Edinburgh

IRA arms impasse

Sir: David Trimble says the Good Friday Agreement obliges the IRA to commence decommissioning prior to the setting up of the Northern Ireland Executive. Gerry Adams' position is that Trimble's statement is false. Obviously, one of them is being "disingenuous".

I telephoned the Northern Ireland Office and had a copy of the Good Friday Agreement delivered the following day. Page 30 deals with decommissioning - "to achieve the decommissioning of all paramilitary arms within two years following the endorsement of the agreement and in the context of the implementation of the overall settlement". Even an intellectually challenged person could understand that simple paragraph. Because Trimble is refusing to convene the Executive, he is obstructing the "implementation of the overall settlement".

Should Gerry Adams refuse to allow David Trimble to be part of the Executive?
PATRICK TANSEY
Worcester

Crossword horror

Sir: I agree totally with your many correspondents that our schools, degree courses, television and Radio 4 have all dumbed down considerably under New Labour; but *The Independent* - never! Until it failed to provide a Giant Prize Crossword this Easter.
ALEX MORRIS
Worsham, Surrey

LETTERS TO THE EDITOR

Post letters to Letters to the Editor, The Independent, 1 Canada Square, London E14 5DL and include a daytime telephone number, fax to 0171 293 2056 or e-mail to letters@independent.co.uk. E-mail correspondents are asked to give a postal address. Letters may be edited for length and clarity.



Working Poland No 3: Tending cattle on a small farm in the Beskidd Hills in south-east Poland

Tom Pilston

IN BRIEF

"Revealing neurosis of art at the edge" (Review, 5 April), discusses the relationship and boundary between the painting and the reality that surrounds it.

Can anyone tell me why the frame around a painting is usually either square or rectangular and occasionally oval or round. The subject of the painting may be natural and the room in which it hangs is unnatural. Surely the frame ought to reflect the change from the one to the other.

Why don't artists experiment with fluid shaped frames?
DR NICK MAURICE
Marlborough, Wiltshire

Sir: Edward Kessler ("Arguments for Easter: It is time to tackle the Gospel's

The real-life football experience, fridge adverts and all

THE ODDEST thing that happened to me over Easter came when I was trying to take a short cut out of a car park in Scotland and climb over a stone wall. As I clambered to the top and lay briefly spread-eagled I heard the sound of muffled cheering. I looked round and saw a coachload of Glasgow Rangers supporters, all of whom were giving me an ironic round of applause.

This is the sort of thing that can happen when you're on your way to a big football match. I haven't been to a big sporting event for years, but it so happened that we went up for Easter to stay with Scottish cousins a dozen miles from Perth, and someone told me that St Johnstone were at home over the weekend to the mighty Glasgow Rangers, and the mad thought crept into my mind that

I might go to the match.

I had the perfect alibi. My 11-year-old son and his 12-year-old mate were with us and, although both liked football, neither had ever been to a proper grown-up game. So I decided I would take them. I would be the traditional knowledgeable father taking the lads to the game... So it was that I bought three tickets at £15 each, which I am told is VERY cheap by English standards, and set out at tea-time on Sunday to join a slow-moving football traffic jam on the outskirts of Perth, which eventually disgorged us into the Overspill Car Park.

It had been years since I had been part of that process whereby the little trickles of supporters flowing along the road towards the game join other trickles, be-

coming a bigger stream, joining other streams until there are enough supporters in your stream to overflow into the road and jostle the traffic...

The Rangers supporters seemed friendly enough. Well, they could afford to be friendly. Their team was way out ahead at the top of the Scottish Premier Division, and the last time they had come to Perth they had given St Johnstone a 7-0 thrashing. Nobody seemed to give St Johnstone a chance this time round. Rangers could afford to be friendly and patronising.

So it was something of a surprise when St Johnstone went into the lead within 10 minutes. I couldn't quite make out what had happened, as the goal took place the far end of the pitch from us, but someone's head went up, the ball



MILES KINGSTON
The ball went in the net and the inhabitants of Perth rose to their feet as one man, woman and boy

failed to avoid the net and the inhabitants of Perth rose to their feet as one man, woman and boy.

On television there would be an instant slow-motion replay, but I was surprised to find that this doesn't happen in real life. In real life what happens is that the Rangers supporters in the next stand, who until now have been practising their chanting, scarf-waving and sort of static line dancing at deafening volume, suddenly go very quiet in an ominous sort of way, and the Perth supporters are suddenly heard again, even though they seem to have only one chorus, a lugubrious church-like chant of "Come on, you Saints!", which slides down a mournful minor third, and then dies away.

(It would actually be quite possible to offer slow-motion replays at the match. There is a large, electronic screen glaring down at the

pitch which shows messages non-stop, none of which has anything to do with the football. They don't give you team changes and line-ups. They give you birthday messages for kids in the crowd, and endless advertising, so that when you glance up at the screen for help during exciting moments, the screen is saying, "For all your refrigeration wants, McAllister's..." Seems a waste of a screen to me.)

The Rangers army came to life again a bit when their team equalised, but it wasn't to last: the St Johnstone goalkeeper Alan Main was playing an inspired game, the Rangers defence looked shaky, and St Johnstone boldly scored another two goals: 3-1 to the underdogs. Great game. I shouted myself hoarse. And during the entire game, lines of security men stood

impassively on the touch line with their backs to play and stared up into the stands. What terrible violence were they expecting? Or were they perhaps medical attendants ready to combat outbreaks of illness following the massive consumption of Scottish meat pies during the game?

When we got back home, there was a soccer round-up on the TV, Scotsport. There was going to be highlights from the St Johnstone game. I sat down to watch it. "But you've seen the game once already," they all cried. "Not the goals I haven't," I said. And it's true. When you go to a game you get the whole experience. On TV you don't get the experience at all. All you get is a close-up of what actually happened. It's not the same thing. Nothing like.

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The Scottish legal system is on trial with the suspects

THE ARRIVAL in the Netherlands on Monday of Abdel Basset Ali al-Megrahi and al-Amin Khalifa Fhimah, the two Libyan men accused of planting the 1988 Lockerbie bomb, is a triumph for persistence and the willingness to compromise. The pressure applied by Jim Swire and other family members of the 270 victims, first on the British and American governments, and through them on the Libyan government, has proved that gradual diplomacy can work.

The bombing of Pan Am flight 103 from London to New York was nothing other than an act of mass murder against innocent people. Since the Sixties, such attacks on civilians have been a growing menace. Civilians throughout the world would be continually available as targets for whoever felt like taking a pot-shot unless perpetrators of terrorism are always punished.

However, revenge perverts justice. Any attempt on the part of the Americans to kidnap the two suspects would only have been to compound one crime with another. Criminals should be brought to trial by legal means. In this case, the absence of extradition agreements between Libya and either the United Kingdom or the United States made that more difficult. But through the endeavours of Mr Swire, Nelson Mandela, President of South Africa, and officials at the United Nations it was achieved.

The trial must be fair. Although the suspects are being held in a Dutch air base and will be tried in the Netherlands, they will be tried by Scottish judges under Scottish law. Therefore, the Scottish justice system is as much on trial as Messrs al-Megrahi and Fhimah.

There have been persistent rumours denying the guilt of these particular men, or of the involvement of Libya in the bombing. There were, and are, other groups and countries in the Middle East with grudges against America and Britain who would be prepared to bomb airliners. The Scottish judiciary has the highest standards and Britons will be confident that they will not convict unless the case is proved beyond reasonable doubt. However, it would be a stain on Scotland's criminal justice system if there were even the impression that the judges had bowed to governmental pressure to send these two men down. The Arab world must see that this trial is irreproachable. Otherwise it will merely feed the suspicion that there is one law for the West and another for the rest.

The fact that Colonel Muammar Gaddafi, the Libyan leader, has allowed these men to stand trial points to the likelihood that there will not be a trail leading back to his country. If the Libyans are not guilty they may well be aware of who is. The Lockerbie families and the Western governments must be prepared for the fact that this is not the end of the process. But wherever the process goes, diplomacy must be its engine.



Paying teachers by results will get results

ALL JOURNALISTS are good journalists. All lawyers are good lawyers. Do either of these statements sound plausible? If not, compare them with this statement made at the National Union of Teachers' conference this week: "All teachers are good teachers."

Every adult can remember and distinguish their good teachers from their bad ones. The good ones did not need to enforce discipline, they commanded respect and even, on occasion, affection. The bad ones quivered helplessly as their escalating threats were ignored and the classroom degenerated into a runaway for paper planes.

The Government's plans for performance-related pay (PRP) seek to reward good teachers and thus spur bad ones to redouble their efforts. Signs that the Government is

preparing to compromise with the teaching unions over PRP are worrying. The reforms must not be shelved.

The problem with PRP is that teachers are not like Stakhanovite worker heroes who can be judged according to the tonnage of coal they mine each day. PRP will never work if it is badly tied to examination results. Unlike tons of coal, classes of pupils are not all alike. If PRP were tied to exam results, brilliant teachers with a class of duffers could be paid less than dullards who taught child prodigies. The pay in PRP must be related to the quality of a teacher's performance, not just to exam results.

There are two ways in which this could be done. Currently, headteachers can reward good teachers by giving them extra responsibilities, which carry with them extra pay. The advantage of this is that head teachers work closely with their junior colleagues every day and can assess them on a mass of evidence: they know the types of pupils in their school and the particular pupils in each class.

The problem inherent in this closeness is that it provides

an avenue for corruption. Headteachers are liable to have favourites. The prospect of the £1bn PRP fund being doled out to headteachers' cronies is frightening.

The alternative to more power being given to headteachers is to rely on the objectivity of Ofsted (office for standards in education) inspectors, who make two visits per class every four to six years. They sit at the back and take notes while the teacher worries, and Johnny and Jane understand precisely where the balance of power now lies. Teachers can be forgiven for believing that too many of their career prospects rest on such brief assessments.

The imperfection of either system by itself should encourage the Government and teachers to seek to combine them. The performance assessments of the Ofsted inspectors could be the basis of teachers' pay. If headteachers found that these assessments fell wide of the mark, they could appeal. To prevent the divisiveness which teachers fear, extra pay could be given by headteachers without fanfare. Welcome to the real world.

Milosevic has caught Nato still living by its Cold War creed

WHEN I think of all those hot afternoons endured at defence conferences entitled "Whither Nato?", and the long speeches on "The Alliance and Its Options for the 21st Century" - what a waste of time it all was. The debates inevitably turned on the impact of the Eastern European enlargement of Nato on Russia, about which we would argue incessantly. Occasionally, the "Southern flank" of Europe would have a walk-on part in the deliberations, centred on the role of Turkey. The Balkans was always discussed as a problem Nato had to help solve, without any suggestion that these benighted countries might have any effect on the mighty Atlantic Alliance itself.

In the communal mind of the institution, Moscow was still the key to Nato's future. The ritual war games that were played once a year on some blasted heath in Germany and latterly Poland, still assumed the need for deterrence against a Soviet-trained army, or at least one like Saddam Hussein's which followed Soviet military doctrine, and not very cleverly at that.

It has not turned out that way. The future of Nato is being forged daily in the burning crucible of Kosovo. I do not mean to underestimate the consequences of the war for the West's dealings with Moscow. These will be complex and demanding. But the direction Nato now takes will be determined far more by the errors and omissions of the present campaign against Serbia than by the careful calculations of how to rub along with a grumpy and insecure Russian bear.

ANNE MCELVOY
He is adept at reading our squeamishness and has no fear of body-bags; they got him where he is today

about the prospect of a Yugoslav National Army MiG dropping its bombs on the Home Office. We are lucky enough to send the ordinance flying in one direction only.

But that sense of security - the one Nato has so successfully instilled - has created the expectation that we can fight difficult wars the easy way, without military personnel dying on our side. The West wills the end of Milosevic, but not the means. That seriously restricts the choices open to the Generals. A body-bagless war was established early on as the central imperative for President Clinton and Mr Blair. US military chiefs, we now discover, had their doubts about whether the sledgehammer of air power alone was a flexible enough weapon to crack the hard nut of Serbian aggression against the Albanian

population of Kosovo. But this was the only conflict President Clinton wanted. The generals shrugged and said they would do their best. Mr Milosevic, having experience of the West's tentative handling of Bosnia, is adept at reading the enemy's squeamish psychology and making his own moves accordingly. He has no fear of body-bags - they have got him where he is today.

This is the main, but not the only, restriction on the West's waging of the war which dare not speak its name. A second, invisible and daunting front on which politicians fight their battles is that of public opinion. Here again, the strategic imperatives are undermined by the reluctance to risk even temporary unpopularity.

Hence the muddle over the fate of the Kosovo refugees over the space of just a few days. On Sunday, they were welcomed to Britain in "some thousands" by Jack Straw, following the Americans' lead in demanding a humanitarian response to the crisis in the border camps. Clare Short, listening to aid agencies in Macedonia, came to an entirely different conclusion - namely that the only chance for the refugees to return lay in them being held on the borders of their homeland.

It is not often that Mr Blair votes with Ms Short rather than Mr Straw, but these are turbulent times. Britain's participation in the US-led policy of dispersal was reversed within a few hours, with Mr Blair acknowledging that moving the refugees would do Mr Milosevic's work for him by removing Kosovo Albanians.

This time, he is right. The war will have been in vain unless it demonstrates that ethnic cleansing does not pay and that the Kosovars belong in their homeland. But it will take a long time until Kosovo is fit for the Albanians again. The vast majority will refuse to return unless Milosevic is toppled from power in Serbia, which brings us back to the vexed question of ground troops. If Mr Clinton and Mr Blair really believe that they can get the Kosovars back, they will have to help construct a place safe for them to live in, and protect them. That means troops on the ground to enforce the settlement. No one said this was going to be a short war with a neat conclusion, but now that we are in it, Nato will have to see it through to the end.

The consequences will anchor the West in the Balkans for the foreseeable future. While Serbia learns to live with the consequences of Milosevic's delusions of nationalist grandeur, the Alliance will have to assess the reasons for its own patchy performance in stopping him. The new Nato will need to be far quicker on its feet than the old one - more attuned to responding to the unpredictable. It must co-ordinate humanitarian factors as part of its operations, rather than allowing the endgame to be dictated by them.

The former UN Commander Michael Rose has written that the "entire credibility" of Nato is at stake in Kosovo. I would go further. At stake is the essence of Nato: the question of what its duties, values and limits should be. Next time, we had better have the answers ready.

QUOTE OF THE DAY
"The refugees are not the unfortunate by-product of fighting in Kosovo - they are the reason and object of that violence."
Jamie Shea, Nato spokesman

THOUGHT FOR THE DAY
"War is too important to be left to the generals."
Georges Clemenceau, French statesman

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ALL THE NEWS OF THE WORLD
International comment on the extradition of the alleged Lockerbie bombers to Holland

DARK AND dirty American and British secrets as well as Libyan secrets may well be revealed during this trial. Many questions will arise over the next two years - the time likely to elapse before a verdict is given. There will be much obfuscation and duplicity. Scots should steel themselves for an imperfect outcome to the trial. The suspects may well finally go free, and we will still only know part of the truth. *The Scotsman*

ON THE face of it, all sides are happy: the relatives of the 1988 Pan Am 103 crash victims, because the impending trial is what they had fought for all along; Britain and America, because Libya has finally agreed to hand over the suspects; and not least the Libyans, because the long nightmare that began in 1992 is about to end. But couldn't the different parties have reached the same understanding a long time ago? In the end, Libya's

defence of its two citizens in the face of adversity has been vindicated by the international community's decision to hold the trial in a neutral country. *Khaleej Times, UAE*

THE TRIAL itself is unlikely to be sensational, but will feature a wealth of technical detail and evidence which will tax the understanding of the three judges who will hear the case

without a jury. The presentation of the case by prosecutors will also be far from easy. As Professor Robert Black has already reminded us, many of the most important witness statements were gathered a decade ago, and there is no guarantee that these witnesses will be traceable, even alive, today. Yet the trial will go ahead, and for anyone with a belief in the primacy of justice, that will suffice for now. *Daily Herald, Scotland*

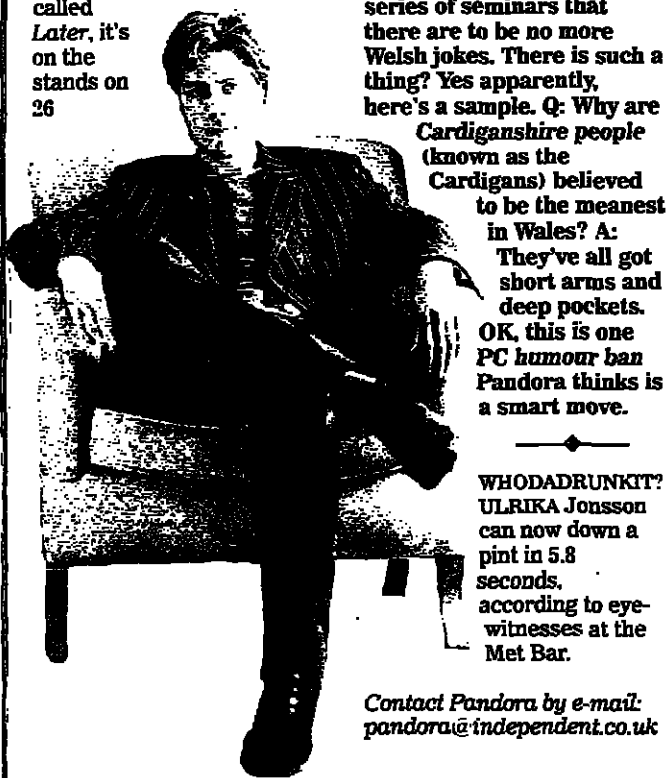
THE WORLD is being asked to believe that Abdel al-Megrahi and al-Amin Khalifa Fhimah were acting on their own. This is pretty hard to believe in a government like Libya's, where all authority flows from the leader downward. Is it believable that Khadafi, chafing under the sanctions, is throwing two underlings to the wolves? It's all too believable, given his well-known mercurial nature. *Boston Herald*

PANDORA

KYLE EASTWOOD (pictured), who's not only Clint's kid but increasingly winning a reputation in his own right as a jazz musician, was recently pursued by stalkers. It seems they travel in packs in Paris; perhaps it's a Bay City Rollers-fan type phenomenon? The younger Eastwood was in France earlier this year to promote his recording deal with Sony. On his way back to the hotel, he noticed a posse of *femmes* following him. Eastwood, who is married but was travelling alone, tried to shake the trio off. Back in his hotel suite the phone rang and the hotel's management told him he had three guests. "Who?" Eastwood asked. "The young ladies say they're friends of yours, M Eastwood," the concierge replied in a knowing, Gallic tone. "But I don't have any friends in Paris!" Eastwood replied, and asked security to eject the trio from the hotel lobby. While he's playing with his quintet at Pizza Express in London's Dean Street until 10 April, Eastwood says he'll be staying at a private house in north London.

MEDIA MAVENS reading *Ink*, John Preston's new novel about Fleet Street, are having fun spotting resemblances between characters in the book and real-life journalists. Take Cliff, a dogmatic and conceited individual determined to be editor of Preston's fictive paper. After being indirectly involved in a nasty accident, the Cliff character is forced to admit he's never going to edit anything on the street of shame and ends the book by saying he'll "have to go into television". Preston used to work on the *Evening Standard* with TV personality Richard Littlejohn. Surely not a *roman à clef*?

JUST WHAT'S needed on these shores now – a new ladmag. It's called *Later*, it's on the stands on 26



April and it's being pitched as *Loaded* for adults. "Our readers are responsible guys in their thirties, they'll go out and get drunk with the boys, but they'll go home to their girlfriends afterwards," says an IPC mouthpiece. The first issue will be discounted to £1.50, feature an interview with Nicolas Cage and contain "lots of stuff about relationship habits". Why not just call it *Older*?

PREVIEWERS AT *Mamma Mia*, the Abba musical at London's Prince Edward Theatre, were warned last night not just to switch off their mobile phones and cameras, but that the show features Lycra and platform boots. Bearded Abba guy Benny Andersson wore neither at the show's dress rehearsal, but even though he was garbed in a conservatively-styled dark business suit the audience gave him a standing ovation as he entered the theatre. Has nostalgia warped these impressionable middle-aged minds?

THE CHOPPER crash this week a mile off the Dorset coast poses an interesting Third Way-type dilemma. The couple who owned the turbine-engined Bell Jet helicopter sat on its hull until they caught the attention of a passing fishing boat. Its crew then alerted the coastguard, who fished the duo (they had been en route from Devon to Buckinghamshire) out of the drink. Weymouth coastguard estimate the cost of the rescue at around £8,000. According to *Flight International* the cheapest second-hand Jet Ranger available costs £36,250; new, the base price is north of £150,000. Is it really too much to expect Mr and Mrs Burgess, the rescued couple, to defray some of the costs of their luxurious mishap?

BBC STAFF have been informally told during a series of seminars that there are to be no more Welsh jokes. There is such a thing? Yes apparently, here's a sample. Q: Why are Cardiganshire people (known as the Cardigans) believed to be the meanest in Wales? A: They've all got short arms and deep pockets. OK, this is one PC lumour ban Pandora thinks is a smart move.

WHODADRUNKIT? ULRIKA Jonsson can now down a pint in 5.8 seconds, according to eyewitnesses at the Met Bar.

Contact Pandora by e-mail: pandora@independent.co.uk

Finding a Taj Mahal on Merseyside



STEPHEN BAYLEY

It is not impossible to compare a 1959 Ford Zodiac with a Donatello sculpture

Elmes's St George's Hall, also the first building in the world with mechanical air management.

So somebody who went to school in Liverpool and university in Manchester was exceptionally interested by the Department for Culture, Media and Sport's inclusion of Salford and Liverpool's waterfront in a list of candidates for World Heritage sites. There had never been

any doubt in my mind that the very best of British High-Victorian commercial and public architecture was at least the equal of the Taj Mahal or St Peter's; it was only the snobism of conventional art historians (who preferred research trips to Tuscany over research trips to Lancashire) that said any different. Equally, I have no doubt that in terms of artistic value it is not impossible to compare a 1959 Ford Zodiac with a Donatello sculpture.

But then I think: hang on a minute. There's something distasteful about Chris Smith's World Heritage offensive, something which betrays a lot of the catch-penny posturing which defines his government's attitude to every issue from global conflict to the place of BritPop in The Great Tradition.

First the issue of branding. Given any opportunity to apply a logo, glue on a sticker, or open up a phony war on philistinism, New Labour does so. No great harm may come from nominating buildings or sites for World Heritage status, but few people in my counselling group want to see Dutch tourist buses further incentivised, even if they will be

welcomed by the itinerant salmonella merchants who feed them. Besides, Liverpool needs the business.

The real problem is the emptiness of the apparently lofty gesture. It is much easier for a lazy minister to say "Salford is now a World Heritage site" than for the same minister to think up any culturally or economically useful way of Manchester securing the means to maintain its astonishing heritage of the past, and at the same time to build a heritage of the future.

And then again there is the question of the judgement of quality. While I certainly don't repudiate the Ford Zodiac-Donatello argument, there is, beneath the bright surface of this welcome initiative to acknowledge quality wherever it is found, something more dark and sinister waiting to develop. The unwritten, but universally acknowledged codes of Cultural Correctitude, do not allow firm critical judgements about the quality of art for fear of making a politically sensitive mistake. The scattergun condemnation of contemporary comment is the word elitist, spat more often than whispered.

We are asked by officials to believe that we live in a valueless miasma of junk where popular acclaim is the sole criterion of value, and *EastEnders* is as good as Shakespeare because it's on the telly. So while it is genuinely thrilling for people like me who have argued that Liverpool's Pier Head is as good as Manhattan's (for reasons that are checkable and verifiable) to find this case being made "official", it is only a short minding step for our Minister of Culture to nominate the terraces of Toxteth as rivals to the Escorial. That would be nonsense.

An argument for our own architectural self-respect has been won, so that is good. Some of the prejudices of art history have been buried. But what a pity it has taken so long. Misbegotten government development policy has for 50 years pumped money into Liverpool in the forlorn hope of creating an industrial centre where no industrial traditions existed. Like Venice, Liverpool is long a dead city, but a very beautiful one. Unlike Venice, a lot of that beauty has been wantonly destroyed. Liverpool should have been made a tourist attraction long ago.

How many politicians does it take to represent a Scot?



MATTHEW TAYLOR

Every Scottish citizen now has three political representatives. In three months they will have 18

Being a Scottish backbencher in Westminster will soon be the cushiest job in politics. But it is hard to imagine MPs happily referring constituents to MSPs if they think votes might be at risk. Will a Labour MP pass on case work to a Nationalist MSP? The Speaker currently adjudicates in disputes between Westminster MPs, and will have to liaise with her opposite number in Holyrood to resolve the inevitable conflicts between MPs and MSPs.

Then there is a phenomenon new to Britain – list representatives. When each citizen has eight Parliamentary representatives at Holyrood, how will constituency and list MSPs share responsibilities? At the seminar in Edinburgh – organised by the London-based Institute for Public Policy Research (IPPR) and the Scottish Council Foundation – Holyrood candidates agreed that the principle should be "signposts, not no-entry signs". Information should be available about the different roles of MPs and MSPs, and about the specific interests of each MSP – like their committee membership – but

voters must be free to choose their representatives. But this approach is controversial, with some people arguing for a rigid demarcation between constituency MSP focusing on cases and list MSPs focusing on issues. With so little preparation for change, the only thing that can now be guaranteed is confusion.

Another feature of the list system is that candidates' likelihood of election depends mainly on where their party places them in the list. The concern of each politician becomes not the performance of other parties, but staying at the top of their own party list. Indeed, Alun Michael's election to the Welsh Assembly as a list member means he needs his own party to perform badly in a marginal constituency contest. When politicians from opposing parties are no longer fighting head-to-head, could it mean they become more willing to co-operate across party lines?

The changes in electoral system will have effects beyond the individual relationship between representative and voter: impacting on the whole political geography of Britain. Look at the European elections, also being held under a list system. For the first time, politicians will be directly elected at a regional level. Working co-operatively across party lines, MEPs could form powerful alliances in areas like the North-east and West Midlands, adding further momentum to English regionalism.

Some will welcome these possibilities; others will resist them. The real barrier to successful change is that we have come to prize the characteristics of a system incapable of meeting new challenges, for example, the traditions of a parliament in which many MPs have no useful role. To compensate for their lack of job satisfaction, MPs have invested more and more time in individual case work for constituents. But



Tony Blair has redrawn the political map David Cheskin/PA

while MPs spend an average of over 30 hours a week on case work which would be better dealt with by local councillors or a strengthened ombudsman system, other important roles are largely overlooked.

Local partnerships and networks – vital to local economic development, and tackling issues like social exclusion – will involve the council, businesses and community groups but MPs are often marginal. MPs need to see themselves more as civic entrepreneurs, not just dealing with individual cases but getting people together, taking local initiatives, making change happen locally. From this perspective, the fact that Scottish Westminster MPs will lose most of their case work could liberate them to take on a more strategic local leadership role.

Much has been said and written about the constitutional changes already in place or planned by New Labour. Yet little or no attention has been given to the front line of the democratic process – the relationship between politicians and the people they represent. This is the lens

through which many people view the whole political process. If new political structures and electoral systems lead to confusion, buck passing and more adversarialism, public cynicism will only grow.

There is an alternative, where politicians help to build their local communities, where they co-operate on local and regional issues, and where citizens have new and better choices when it comes to making their voice heard in London, Edinburgh, Cardiff or Brussels. But this alternative will not simply evolve.

The question is whether a system which developed to fit the needs of politicians and parties can be reformed into one which empowers individual citizens and meaningfully represents localities and regions. The answer from the Scottish candidates at last month's event in Edinburgh was "yes". If this good will is to turn into action, it will require commitment from leaders as well as candidates.

Matthew Taylor is director of the Institute for Public Policy Research

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The dangers of giving doctors control

IN 1990, the internal market reforms in the NHS changed the incentives of participants in the UK health care market. Perhaps the most contentious aspect of these reforms was allowing a subset of family doctors to act as purchasers under the GP fundholding scheme.

Under the previous arrangements, family doctors had been gatekeepers to all forms of medical care. They provided primary care in their surgeries, referred patients to hospital for further treatment or diagnostic tests and prescribed pharmaceuticals. But they were not responsible for the costs of either hospital treatment or their prescribing.

Under the reforms, the fundholder scheme gave family doctors budgets for these two activities. The outcome has been hotly debated.

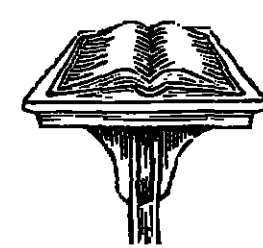
On the one hand, it has been argued that fundholders have been better purchasers because they have better information on patients' pre- and post-hospital treatment. They have been able to innovate, to change methods of treatment and to improve the efficiency of hospital care

suppliers. This has benefited their own patients but may also have had positive spill-over effects for other patients.

On the other hand, it has been argued that the scheme has resulted in a two-tier service with more resources available to the patients of fundholders, leading to better treatment for this group at the expense of all other patients and, possibly, also higher incomes for fundholders.

Fundholding was designed to close the gap between the fundholders' decisions over referral and prescribing and the financial consequences of these decisions.

The essence of the problem is that fundholders were given budgets based on their activity before they became fundholders and were subject to relatively little monitoring in how they used these funds. They therefore had unintended incentives to increase activity in the statutory waiting period before becoming a fundholder, and to decrease activity after becoming a fundholder to retain the surplus from the fund. The concern is whether they responded to these incentives. Our results show clearly



PODIUM

CAROL PROPPER
From a paper by a professor of economics at Bristol University presented to the Royal Economic Society

that fundholders have responded to financial incentives. But, in terms of welfare, does this matter?

First, the size of the increase in elective admissions in the year preparatory to becoming fundholding is very similar to the fall in the year after. This suggests that the increase in referrals in the preparatory year represents a bringing forward of cases who would have otherwise had to

wait for treatment. This is a once-off gain to this group.

Second, the rise in preparatory-year referrals means that fundholders' budgets are inflated for the whole of the period that they are fundholders. Since fundholders' budgets are deducted from the total allocation to the health authority, larger budgets for fundholders means fewer funds available for non-fundholders. This represents a real shift of resources away from non-fundholding practices to fundholding practices.

Third, we observe a decline in admissions in the year of becoming a fundholder which means that fundholder patients get less hospital treatment in that year. But this does not necessarily mean fundholders' patients are getting poorer health care. Decreases in hospital admissions are not necessarily welfare decreases. GPs may be substituting treatment in their surgeries for hospital treatment. Or they may be substituting treatment in the private sector for NHS treatment.

The withdrawal of fundholders' business from NHS hospitals may have beneficial

effects for all patients, including non-fundholders, if it forces the hospitals to become more efficient. Conversely, it may lead to a superior service for fundholders' patients compared with non-fundholders' if the hospitals try to attract back the more mobile fundholder business.

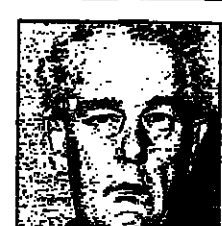
We cannot deduce from the fall in admissions to NHS hospitals after a GP practice becomes a fundholder that patient treatment is worse.

However, the scheme clearly has had unintended equity consequences. These are not in accord with the popular view – that fundholder patients get more hospital treatment – but that fundholding GPs have been able to increase their budgets for hospital care by bringing referrals forward.

The cash constraints on the NHS means that this leaves less money for the hospital care of patients not in fundholder practices. Whether it also means there was better care available for patients in fundholder practices depends on how exactly fundholders used their additional funds.

eyeside

What will these men reveal?



TAM DALYELL
The intricacies are such that some people could qualify as Professors of Lockerbie Studies

IT HAS happened at long last. And many cognoscenti were resigned to the acquiescence that it would never ever happen.

The realisation of a trial in a third country, on a chunk of territory temporarily ceded to the jurisdiction of the country in which a crime took place, is a historic legal event of international significance. The name Zeist, where the trial will be held, will be engraved in the annals of 20th-century European history.

Leave aside the Byzantine intricacies of the Lockerbie saga; they are so complex that some of those involved would qualify for the status of Professor of Lockerbie Studies. Like the Falklands war, it will doubtless become a special subject for those doing part two of their history degree.

Are there general conclusions to be reached? At first glance, perhaps not. Lockerbie is hopelessly unique. The scale of the murder, the number of countries involved, the international interface between the politics of the Arab world and those of the West, and much else. At another level, Lockerbie makes the case for an international tribunal on terrorism, so ably deployed by Professor Paul Wilkinson of St Andrews and others.

Other considerations apart, such an approach might mean that crimes were dealt with expeditiously rather than withholding alleged evidence for the requirements of a court and waiting for a decade, after which memories could fade and key witnesses may have died.

I have every confidence in the Scottish legal system, as befits the son-in-law of a judge of the High Court. But it is redoubled by the knowledge that the judges chosen will be all too aware that they have a place in legal and political history, far in excess of reputation involved in any other case in which they may have been involved. The last thing for which those chosen would want to be remembered is involvement in what was seen by history as a botched verdict.

For some years, the campaigners felt that it would be right to have five judges, at least two of whom should be from the Arab world. However, the argument that was thrown in our face time and again was that it would be inappropriate



Al-Amin Khalifa Fhimah, left, and Abdel Basset Ali al-Megrahi have been charged with the Lockerbie bombing

and a bad reflection on the Scottish legal system if the trial were not to take place on Scottish soil.

We recognised that there was never a hope that the Libyans would agree to any such venue. And indeed they can be forgiven for that. I have a personal apology from Sir Christopher Bland, chairman of the BBC, for a statement on a BBC radio programme referring to "the bombers". When they surveyed the British press and heard broadcasts, it is not surprising that the Libyan government judged that their citizens would not get a fair trial in a country with whom they had no extradition treaty.

Indeed, if the boot had been on the other foot and it was proposed that two Scots whom we believed to be innocent were to be sent to Libya, I doubt if any British government would have given the go-ahead and allowed our nationals to be treated in such a way.

Another unique feature was the sheer sustained determination of a truly remarkable group of relatives of the victims, strengthened by the fact that they were not asking for money. There was Pamela Dix, the secretary, who lost her brother and had all the efficiency of the able civil servant that she is. There was

Martin Cadman, who lost his son Bill with a remarkable musical future in front of him, who would stand up to any Minister of the Crown in argument. There was the Reverend John Mosey and his German wife, who lost their daughter Helga and were determined that the truth of what may or may not have happened at the Rhein/Main Airport should be known, even if it meant devoting their lives to the cause of truth. And along with many others, there was the truly remarkable Dr Jim Swire, whom I learnt at an early stage had been in the Eton house of one of my own teachers, Richard Martineau, which told me that he was likely to be able to handle the details of the whole saga, to the greatest effect.

The great pity is that the Crown Office, supported by George Robertson when Labour was in opposition, did not agree to the amendment to the Criminal Justice (Scotland) Bill allowing a trial in a third country, which was put forward by Alan Stewart in 1995. Had that initiative been accepted, I believe that Robert Black, Professor of Scottish Law in the University of Edinburgh and father of the idea of a trial in a third country, would have progressed four long years ago.

The resistance came from the Crown Office, partly because of *amour propre* on behalf of Scottish law, and partly (so it was and still is widely suspected) because they did not have the evidence against the Libyan suspects they claimed to have had.

On account of the Contempt of Court Act, I must be careful about discussing the case itself. But it is legitimate to point out that the Crown Office was urged from the beginning to make contact with the Libyan lawyers at Zurich or elsewhere at least to discuss the matter. Their failure to do so led to one of the great problems of Lockerbie: how could any progress be made when, lawyer to lawyer, we were unwilling to have conversations with a country with whom we had no extradition treaty.

The Libyans understandably wondered why the West should have alighted on them two years after the crime was committed. And indeed, it was extraordinary that as early as March 1989 Paul Channon, then secretary of state for trade and industry and the minister responsible, should have told six lobby journalists in the Garrick Club that he was confident that arrests would be made within a mat-



Jockel Fink/PA

ter of weeks, if not days. Paul Channon is neither a liar nor a fantasist. I will always believe that he believed that such arrests would be made. But where? At that time, Libya was not in the frame. The Libyans could have been forgiven for supposing that they had been picked out as a matter of political convenience at a time when the West did not want to offend either Syria or Iran at the start of the Gulf war against Iraq.

There was something even more extraordinary. When Mrs Thatcher published her 800-page autobiography, she did not mention Lockerbie once. What she did say, in justification of the 1986 raid on Tripoli and Benghazi by bombers based in Britain, was that such action had prevented "the much vaunted" Libyan action against the West from taking place. With her access to intelligence, how could she have written that if she believed the Libyans were responsible for Lockerbie?

In these circumstances, the trial to take place in Holland is also de facto a public inquiry - a public inquiry for which the relatives asked Cecil Parkinson, to which he agreed with the proviso that he would have to consult his colleagues. He then had to go back to the relatives somewhat shamefacedly and tell

them that his colleagues had not agreed to the public inquiry.

We can only guess which colleague at that time had either the inclination or the power to tell Parkinson, then in his heyday, what he should or should not do. Why did she stop it? This is one of the key questions to which we will hopefully get an answer at Zeist.

One consequence of the trial has been under-examination in the public print. If it is found that Pan Am were not guilty of negligence over an alleged suitcase from Malta at the Rhein/Main airport, responsibility of the airline would crumble.

The situation would become even more fraught if there were no convincing explanation for the US Government warning to VIPs in their Moscow embassy not to travel home at Christmas 1988 by Pan Am out of Frankfurt.

The Lockerbie disaster was the straw which broke the camel's back in that it pushed Pan Am into liquidation. No one will be watching this extraordinary trial more carefully than the lawyers of the Pan Am executors. Pandora's Box will be opened at Zeist.

The author is Labour MP for Louth

RIGHT OF REPLY

MICHAEL ALEXANDER



A former UK ambassador to Nato responds to a recent article by Robert Fisk

ROBERT FISK is a much admired journalist, more widely versed than most in the horrors of conflict. His anger should always be taken seriously. But his piece ("We have lost this foolish war") verges on the absurd.

The war in the Balkans is tragic, but it is not foolish.

It has indeed gone "horribly wrong" in one vital respect: Allied governments failed to gauge correctly either the inhuman quality of Milosevic's brutality or the extent to which he is the prisoner of his personal and tribal history. This hardly makes it wrong to have decided, albeit belatedly, that he should be stopped by force.

The Kosovar Albanians had been suffering grotesquely. They are now suffering even more. But, perverse as the immediate consequences may have been, the war to end the suffering is very far from lost. The international community is stiffening its commitment and increasing its effort.

Nato is not a sinister and arrogant bureaucracy crouched in Brussels, churning out ghoulish horror stories or telling lies and concocting plans to bomb civilians. Nato is a voluntary alliance consisting of, and controlled by, 19 democratic nations. It is the only remotely effective international peace-enforcing structure: we should pause before too eagerly anticipating its failure.

Milosevic is a long way from winning this war. His prospects are dismal. In two weeks of conflict, the extent of his military success against Nato is the downing of one hostile aircraft and the "snatching" of three US soldiers. Even if he attempts a negotiated fudge, it is inconceivable that an Albanian Kosovo (surely Nato's bottom line) could be associated with any Belgrade administration involving Milosevic. He goes or Kosovo goes; either way Milosevic loses.

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ot?



control

Led by Alice through wonderland

LEWIS CARROLL was a children's author. Charles Dodgson, now almost as famous, was a Victorian portrait photographer with a penchant for little girls. (He admitted to liking children, as long as they were not boys.) Less curiously to all but those with a strong biographical bent, he taught mathematics at Oxford.

Alberto Manguel, an author without pseudonym but of multiple curiosities and nationalities is not quite as interested as one might expect in the through-the-looking-glass possibilities of children's literature and photography. In fact, the piece in this anthology of essays on writing and reading, "The Blind Photographer", is



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Manguel uses Alice as a guide through the world of the written word

not about photography at all but fellow Latin American author Mario Vargas Llosa, and how it is "as if, like a sightless photographer, he were blind to the human reality that his lens had so powerfully captured". The bad faith of which the Peruvian stands accused is that of being "an ineffectual reader" - particularly of his own work.

It is not an accusation that can be levelled at Manguel. Author of a copious *History of Reading*, he forever seeks to forge a synthesis between writer and reader in their joint creative endeavour. He is clearly with Alice, rather than the Red Queen who severely informs us that "nobody can do two things at once, you know".

However, in a modern world that assails all our senses simultaneously, Manguel's writing stands as a cool pool of reflection. He extends to us what he feels that he has most profited by, which is a private space in a world that has too little of it, and an intense relationship that exists between the reader and the writer.

At first sight, his interests appear as daunting as they are extensive. Theology, mythology, culture, history, society, politics, new technology - the big themes haunting our century are re-viewed through a literary lens. It is Manguel's erudite consumption of the literature on these topics that gives an edge to his own work, and his extraordinary ability to make friends of books as well as authors.

This means that his style is never academic, and rarely polemical. It is rich in anecdotes about his relationships with an older generation of authors from his native Argentina; and his more contemporary encounters on the North American literary circuit (including a touching analysis of the eclectic Cynthia Ozick, and a succinct demolition of Bret Easton Ellis). This runs alongside an equally personal involvement in the writings of the Old Testament prophets, Christian saints,

and both ancient and modern icons, from Ovid to Che Guevara.

Manguel's own hybrid identity as a Jewish Latin North American who has lived, written and taught for long periods in Europe informs his reading and writing. For this loosely-linked anthology, he has chosen Alice as his guide through the wood, teaching us to examine the trees which compose it. Only Manguel could see Alice at once as the "fawn, one of the hunted", who brings him back to the question at the heart of every book ("Who am I?"); and as the interrogator of the White Knight, whose "careful distinctions between what a name is called, the name itself, what the thing it names is called and the thing itself... are as old as the first commentators of Genesis". Or as new as the latest French post-modernist.

One of the forests Manguel seeks to map is that of "gay literature". As co-editor of an anthology of gay writing, he has a firm line on its vocabulary, including a careful distinction between erotica and pornography, and a less clear one on some of its history. (Sade was a little old to be a true "Son of the Revolution", and was regarded by many revolutionaries as epitomising the worst aspects of aris-

ocratic depravity.) What is astonishing in Manguel's exploration of a corpus of literature is how he approximates it to the body of a beloved person. "It can be a revelation and exalt us, or it can be pornography and inure us." It is an analogy he extends to translation, which can reveal or debase the original coinage. The word "translator", he points out, derives from the Latin *transfere* meaning to convey the relics of saints.

To Manguel, writing in its myriad forms as translator, author or critic, is a loving and reverential act. As a reader, an amateur in the original sense, and as a professional in his studious expositions, he approaches literature in the same vein. He concludes his essay on GK Chesterton by reverting to the essential collusion between writer and reader: "words, in the end, are all we have to defend ourselves with... the worth of words, like that of our mortal selves, lies in their very fallibility and elegant brittleness - all this Chesterton knew and endlessly recorded. Whether we have the courage to agree with him is, obviously, another matter." Who would dare to deny a Chesterton, and so defy an Alberto Manguel?

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Ben Weinreb

"BOOKSELLERS ARE all manner of men and women: some are driven by restless ambition to fortify themselves with warehouses full of stock, buying and selling the rarest and most valuable editions. Others tread a quieter path, content to be the caretakers of books on their unhurried journey from one reader to the next." So Ben Weinreb began an obituary he wrote of Justin Clarke-Hall, whom he saw as the epitome of the second category: the first is, his own self-portrait.

In one respect it flatters him: he was, first and last, a "runner", one who buys books from one place and runs to another where he knows he can sell it. The warehouses were never his, but rented cheap on short leases. As he ran, in his mind Time's winged chariot (or the balliffs) was never far behind. But what books he had, and how many of them! He was never afraid to pay a steep price for a book whose merits he alone saw, hoping that he could find someone to share his view. No library, no accumulation of old periodicals, was too big to put him off, while his fertile mind devised its next resting place.

Weinreb was born to immigrant parents in Halifax in 1912; his mother died soon after his birth, and his father was interned as an enemy, so his early years were spent in the Princess Christian Training College for Nurses at Wiltington, Manchester. His father married again in 1917, and in 1926 the family moved south to Coulsdon. Weinreb went to Whitgift's School at Croydon; he was no scholar, and his formal education stopped when he left.

His first job, at 25 shillings a week, was as assistant in the theology department in Foyle's Bookshop, Charing Cross Road, to Dr Duncan, whose reverence for scripture in any form was such that he could not bear to consign any book that came his way to the regularly stoked inferno in the basement that was Foyle's brisk way of dealing with the unsaleable. Dr Duncan's towering piles were an awful warning, but also an irresistible temptation. But, in the event, other temptations lured him away. It was then that he began to run: he bought a presentation copy of Max Beerbohm's *Herbert Beerbohm Tree* for sixpence and sold it to Bain's for five shillings.

Books were not his first métier, rather the stage. He tried his hand at theatre interviews for *The Era*, and wrote for it the first ever piece about the photographer Angus McBean. He joined a local repertory company at Watford as assistant stage-carpeteer and small-part actor, at £2 10s a week; he asked for more and, "as neither my carpentry nor my acting were up to professional standards", he was sacked. The Green Line bus took him up to London in the spring of 1935 with hope, five shillings in his pocket,

but nothing else with which to face the future.

He found his way to Parton Street, where David Archer kept a small bookshop dedicated to poetry and left-wing politics. The year before, Archer had earned himself not money, for he was quite imprudent, but a permanent niche in fame by publishing Dylan Thomas's *18 Poems*. His partners were wary of further extravagance, and when Weinreb appeared at the door he was hired at £1 a week to mind the till and the shop, with the use of the attic bedroom, occasionally shared with Thomas. "My memory is understandably confused," wrote Weinreb, "but I recall us sometimes unsteadily climbing the rickety stairs together and other occasions when the still of the early hours would be shattered by loud knocks upon the street door accompanied by Dylan's

*Once a runner,
always a runner –
Ben Weinreb was
permanently in a
hurry, a ready
smile creasing his
white beard, a
Mercury of the
book trade*

deep-throated bellow and I would get up and throw him the key."

Philip Poole, still the doyen of pen-sellers, occupied the first floor, and the basement held Stanley Brothers, who distributed Esmond Romilly's journal of public-school rebellion, *Out of Bounds*. He had been an earlier tenant of the attic, and Weinreb admired him greatly, then and later.

David Archer's bookshop was not isolated in its politics. Next door was Lawrence and Wishart, the Communist publishers and booksellers. Across the road was Meg's café, where the students from the Central School gathered, with Charles Madge, Geoffrey Grigson, John Cornford (to be killed next year in the Spanish Civil War), George Barker and David Gascoyne. Above the café Roger Roughton lived and published *Contemporary Poetry and Prose*, to which Picasso and Dalí contributed as well as Gascoyne and Dylan Thomas.

In July 1935, to celebrate the Silver Jubilee of King George V, Weinreb filled the window of the shop with tins of "Golden Bumblebugs" and anti-royalist pamphlets. Next year, the money ran out and he began to drift

away, returning from time to time when Winnie Barham took over the shop and opened a cheap lunch café in the basement. This lasted till the Second World War when the shop closed, and he helped her pack up the last copies of *18 Poems* to be passed to Bertram Rota, to be paid for when sold.

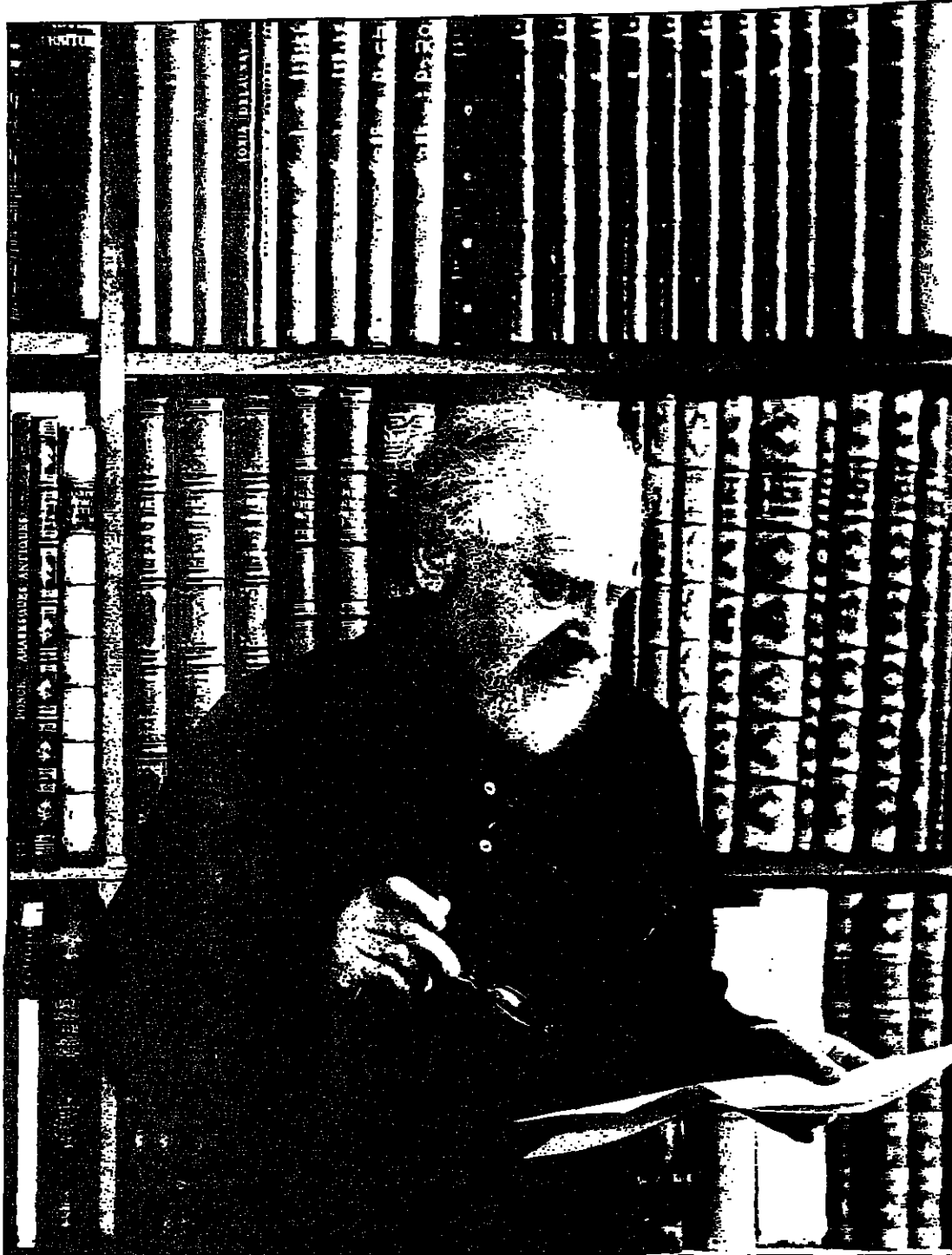
By this time Weinreb had married Kay Lazarus, the textile designer, and they moved to a flat in Hampstead. Then came the war. He was not cut out to be a soldier, and remained throughout a lance-corporal in the Education Corps, though some time was spent congenially helping Carol Reed make war documentaries. His wife moved to the south coast, and they rented a cottage in Felpham, opposite William Blake's.

After the war, he started his own business, Dipsas, carrying books to and fro on a huge delivery bicycle. In 1952, they had to return to London, and Weinreb betook himself full-time to "running", no longer from bookseller to bookseller, but to private customers, of which he had now built up a clientele. Collectors like Geoffrey Keynes (Blake came in useful here) appreciated his nose for finding exactly what they needed and the energy with which he pursued it, sharing their delight in treasures found.

But more and more he came to specialise in books on architecture, an enthusiasm that grew with and out of his love of London (he had been early fired by Steen Eiler Rasmussen's poem to the city). It was an elderly builder in Islington who told him that everything a builder needed to know was in Vitruvius that set him to work collecting editions of the great classical treatise, and with them his first stock. John and Eileen Harris were early helpers, and Paul Brennan, then at E.P. Goldschmidt, soon to become his partner, helped with the cataloguing.

He acquired a small store-room at 72 New Oxford Street, and his first regular customer, John Betjeman, who would call every Wednesday after delivering his regular article to *Time and Tide* round the corner. The books that he bought were doubly paid for, accompanied as they were by the liveliest lectures on what they were about.

In 1960 Weinreb, now living at 60 Great Russell Street, opposite the British Museum, was able to acquire his first proper shop, the old premises of Stevens, Son and Stiles at 39 Great Russell Street, vacant since the whole area had been bought up by the Government in anticipation of the expected southward addition of the museum. He took the lease, with an uncertain future, at a mere £500 a year, and in the same year issued the first of 60 catalogues, which have become reference books in their own right.



Weinreb: pioneer architectural bookseller and co-author of *The London Encyclopaedia*

There, in addition to the ground-floor shop, was a *piano nobile* where he could display his handsomest folios (an inseparable delight and inconvenience of dealing in architecture books). In 1966 he put on an exhibition to celebrate the publication of Sir John Summerson's *Hugo Jones*. In the attic was a workshop where Ted Gray worked when not teaching at Rada, refurbishing and turning out quite respectable-looking bindings: the Times Publishing Company would buy anything that looked like that to fill the period cases that they sold in New Oxford Street. Weinreb was an incorrigible buyer of bulk himself – witness the

thousands of old boys' magazines that he bought from George Jeffery in the Farringdon Road, all on the point of disintegrating, and finally managed to sell, the English, at Richard Hoggart's suggestion, to Reading University, the American to the University of California at Los Angeles.

In 1968, Weinreb himself was the subject of an even bigger bulk purchase. The University of Texas offered, through an intermediary, to buy his whole stock. Unbelievably, the deal was done. There was no catalogue, but a price was agreed, and gradually the whole building was emptied. It was as if, Paul Brennan

graphically put it, a tap had been opened at the bottom. In 1970, when I went to Austin, the books were still in their cases, waiting to be opened. They have since become one of the main strengths of that remarkable library.

After that, Weinreb had no real need to work. The great challenge of his old age was presented by Phyllis Lambert, whose Canadian Centre for Architecture in Montreal and the formation of its library became his principal occupation; he was especially proud of this connection. Apart from that he dived himself, occasionally mean in small matters, he was absurdly gen-

erous in large ones, and much of his time was spent helping friends, or anyone who shared his enthusiasms. He moved his business to the other side of Great Russell Street, and briefly opened another shop, selling prints in partnership with Rob Douma.

He was always on the lookout to help the young, and the number of the "sons of Ben" (and daughters) who got their first jobs from him is legion. Julia Elton and Hugh Pagan are two who graduated from his employment to start their own businesses. Perhaps his happiest partnership was with Christopher Hibbert, with whom he compiled *The London Encyclopaedia* (1983), an alphabetical companion to the history and architecture of the city, strung in anecdote, into which all his knowledge, historical and topographical, was poured. Something of his seemingly endless vitality dwindled when his wife Joan died in 1992, but he kept up with his old haunts and friends, delighting in others' achievements. In 1993 he collaborated with his photographer son, Matthew, writing the words to his photographs in *London Architecture*.

Once a runner, always a runner – Ben Weinreb was a small, stocky figure, permanently in a hurry, a ready smile creasing the beard that had now turned white, a Mercury of the book trade, who never lost the signs of his early passion for drama. He loved London and knew every inch of it; he also knew almost everything that had happened there, and what he did not know he invented, which was often better.

Few booksellers leave a permanent mark not only on their trade but also on the subject matter of their wares. He was one of that few. It is no exaggeration to say that he found the raw material of architectural scholarship bricks and left it marble. Unlettered though he was, and dependent on others (a debt always acknowledged) for the catalogues by which he will be remembered, he had an instinctive grasp and understanding of what was important. Not only the Canadian Centre for Architecture, but libraries all over the world, have been his beneficiaries. A new generation of architectural historians has come into being, fuelled by the material that he discovered.

The books that he sold in such quantity, as well as his catalogues, will be his memorial.

NICOLAS BARKER

Benjamin Weinreb, bookseller and architectural historian; born Halifax, West Yorkshire 5 February 1912; married 1937 Kay Lazarus (one daughter; marriage dissolved), 1957 Joan Glover (née Kingdon-Rowe, died 1992; one son, one daughter); died Henton, Somerset 3 April 1999.

Elisabeth Benjamin

ELISABETH BENJAMIN was a remarkably able member of the first generation of women architects who were educated in schools of architecture in the 1920s and 1930s, produced a small number of well-received buildings, and participated in the development of avant-garde architecture in Britain in both theory and practice.

Access to architectural education was a prime factor in securing women's entry into the architectural profession which had previously been blocked by institutional resistance and a series of assumptions and objections which ranged from perceived mental and physical incapacities to much-anticipated difficulties – such as mounting scaffolding and dealing with clients – that women would experience if they were ever socially sanctioned to become architects in the first place.

Like many contemporaries, Benjamin delighted in opening an office, joining the Royal Institute of British Architecture (RIBA), entering architectural competitions, and becoming, as she put it, "a designer of my time and for my time". Nevertheless, there was a different trajectory to women's careers in architecture during her working lifetime, as indeed there often is today. The period of Benjamin's most active architectural production was intensely creative but brief, truncated by family responsibilities and the Second World War, and her later work, although socially useful, was occasional, often produced on a voluntary basis, and less central to architectural developments which conventional historians normally value.

Born in London in 1908 to a liberal-minded Jewish family, Elisabeth Benjamin was encouraged in her precociously early interest in architecture by her mother, Elisabeth Abadi, a university graduate and suffragette, and by her father, Alfred Benjamin, an entrepreneurial businessman, collector and designer of pottery. Intrigued by the houses she lived in and visited, she could "never remember the time when [she]



*She called herself
'a designer of my
time and for my
time'. Her 'ideals
of design' were
'simplicity, good
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a peaceful
background to
people's lives'*

wasn't interested in architecture", and "was more interested in building bricks than playing with dolls".

"Betty" Benjamin attended St Paul's School in Hammersmith, but was actively discouraged from pursuing architecture by the academically minded High Mistress. Her love of the visual arts was galvanised by a six-month visit to Paris, initially a routine trip to stay with cousins and learn French. Going to lectures, galleries and museums, she "learned how to look" and "walked all over the place", finding Paris "blindingly beautiful".

In 1927, after a stint at art school in St John's Wood, she entered "the chief institution for training" (as Vera Brittain called it), the Architectural Association (AA) in Bedford Square. It was her defining architectural experience. She admired Mary Crowley and was close to Pamela Jackson, both in her year, and she imbibed the "advanced" continental aesthetics and social concerns of modernism along with the standard Beaux-Arts course.

As she vividly recalled 60 years later, some AA students were making modernism while learning from it: "I was especially influenced by the work of the [later] Tecton Group [particularly her close friend and

collaborator, Godfrey Samuel]. We did a lot of talking. We were all very influenced and excited by Le Corbusier and Gropius. We were excited by *Vers une architecture* [by Corbusier, published in English in 1927]."

Perhaps surprisingly for a budding modernist, Benjamin spent some months in the office of Sir Edwin Lutyens as a student assistant. Impressed by Lutyens's "unswerving insistence on quality and consistency", she detailed mouldings and worked on the design of the font for the crypt of Liverpool Cathedral – one of 30 staff who turned Lutyens's "little scrap of drawing on a little bit of tracing paper into a design".

Benjamin was aware of political events in Germany and became involved from 1932 with Godfrey Samuel and others in the rescue of a school of German Jewish children to the safety of England to the New Herrington School in Kent, which was built under Samuel's supervision. In fact, her first building was a simple wooden sanatorium for the school designed with Samuel.

She was an early member of the Modern Architecture Research Group (Mars), a rare female in the central organisation of architecture-

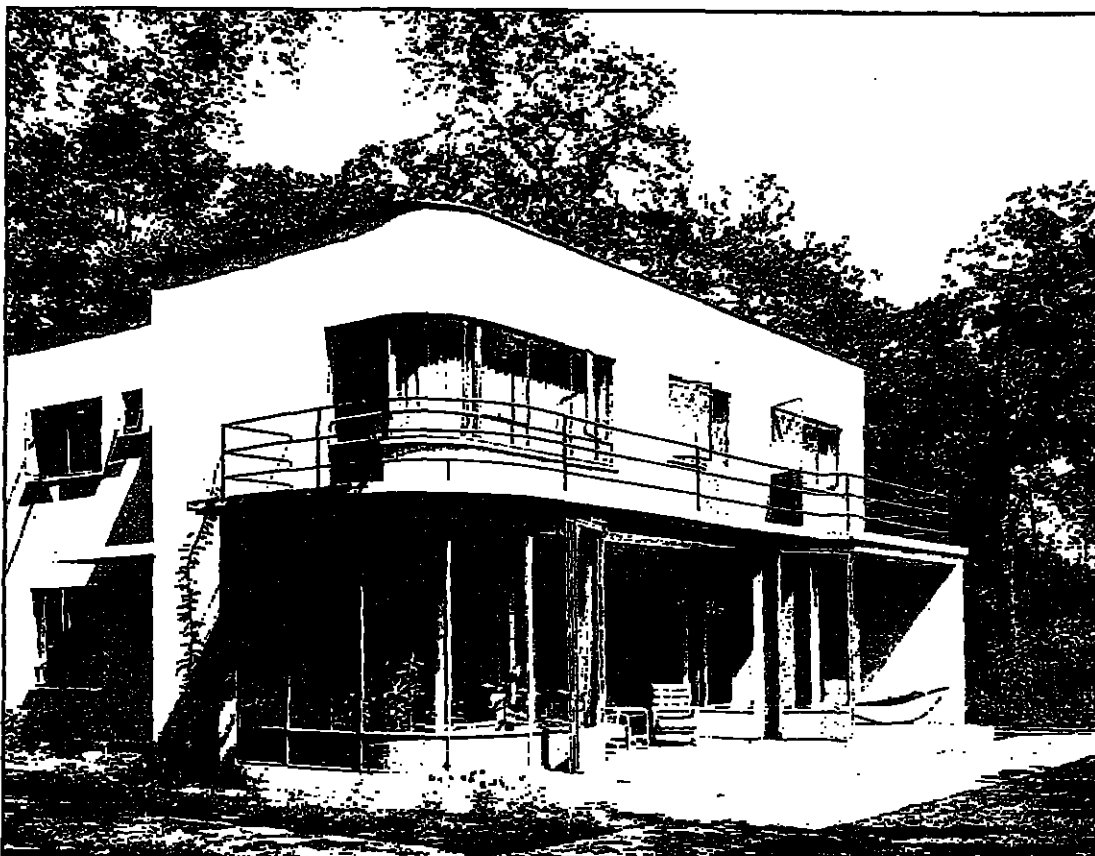
modernism in Britain. Committed to slum clearance, high-rise building and leftist politics, she contributed to the Mars Group's section of the New Homes for Old exhibition at Olympia in 1934.

Between 1932 and 1937, from her office first at home and then at 42 South Molton Street (shared with the interior decorator Enid Albu), Benjamin designed three modern houses – or more exactly two houses and additions and alterations to an earlier house – of striking coherence and freshness for which she is best-known. In Highgate, No 1 Fitzroy Park was rebuilt for Dr Edith Summerson as a vehicle for self-presentation and Labour Party politics. Summerson could make her entrance down Benjamin's stairway to the waiting guests assembled in the sitting room, while the dinner table, architect-designed of course, was the site of "great dinner parties" given for Labour Party grandees, such as George Bernard Shaw.

Although it is her most widely illustrated work, Benjamin professed no great love for the International Style house in Wimbledon (now demolished) whose white stuccoed brickwork she considered "a fudge". Designed with the émigré architect Eugen C. Kaufmann, it was nevertheless a bold but comfortable house, carefully planned with double glass walls, which wrapped around the garden-facing lounge, and could be completely open at their centre.

The St George and Dragon House (or East Wall) at Gerrards Cross was Benjamin's *magnum opus*, which she generously jointly credited to Godfrey Samuel. Illustrated by F.R.S. Yorke in *The Modern House in England* (1937) as an exemplar of the contemporary response to concrete, the cubic white house with curvilinear "wings" was strong conceptually, using contrasting forms and materials to produce a unified but free plan and elevation, all Benjamin hallmarks. She said of it:

To us, the central underlying theme was of St George and the Dragon... The



'A fudge': garden view of Benjamin's International Style house in Wimbledon, designed with Eugen C. Kaufmann, 55 Victoria Drive, 1934-35 (now demolished)

dragon being the sinuous brick wall [of opposing staircase and dining-room/balcony], always laid bare and constructed of blue sewer bricks, and St George was the rigid concrete structure bastioning it... it was one of the earliest examples of reinforced concrete domestic structure and was innovative in that we used cork to line the inner shuttering, which proved effective.

In 1937, Benjamin married Gunter Nagelschmidt, a mineralogist, and left architectural practice to have a family. Her intention to return to architecture after motherhood was overtaken by events. The birth of two daughters, the war and a move *en famille* to Cornwall and then Derbyshire took her far from the centre of architectural culture in London.

As for many architects of her generation, including her great friend Godfrey Samuel, restarting practice

in London after the long break of the war was not possible. In the post-war period, she continued to work as an architect for St Austell's Brewery (although shortages restricted her to design and decoration), did small domestic jobs for family and friends, and later acted as consultant for the Catholic Housing Association and advised St Albans Council on disabled access.

Betty Benjamin lived the last years of her life in Hampstead, where she was "rediscovered" by younger historians, architects and film-makers who came to talk about her work but usually ended up working with her on their own projects. Her work was exhibited alongside other architects in exhibitions at the RIBA and recorded and illustrated in the *Journal of the Twentieth Century Society* as well as *Feminist Art News*, but she probably received

the most satisfaction from the listing of the St George and Dragon House by English Heritage.

Just before her death, she and the architect George Young worked for some months on a competition design for the Music and Art Centre, an extension to Alvar Aalto's museum at Jyväskylä in Finland. She was again in her element, generously sharing her ideas, resolutely pursuing innovative and powerful ideas about form, space and function, true to what she identified as her "ideals of design: simplicity, good proportion and a peaceful background to people's lives".

LYNNE WALKER

Rose Elisabeth Benjamin, architect; born London 7 December 1908; married 1937 Gunter Nagelschmidt (died 1981; two daughters); died London 29 March 1999.

William Pleeth



Pleeth: 'a wonderful teacher', said Jacqueline du Pré

WILLIAM PLEETH was one of the last of the great teachers whose own roots sprang from the grand traditions of 19th-century cello-playing. Throughout his career he was one of the most beloved and sought-after cello teachers in the world, and in his latter years his pupils would travel any distance to have lessons or attend master classes. In his early days he also enjoyed an international reputation as soloist and chamber musician extraordinaire.

Pleeth was born in 1916 in London into a Polish émigré family from Warsaw, several generations of which had been professional musicians. At the age of seven he heard the cello being played by a café musician who proceeded to give him some lessons. After a short time his obvious talent made it clear he should have some serious tuition and he attended the London Academy, and at 10 entered the London Cello School as a pupil of Herbert Walenn.

When he was 13 Pleeth won a scholarship to go to Leipzig to study with the great Julius Klengel at the Conservatoire, the youngest person ever to be admitted. Undaunted, he managed to keep up with the older students and in two years had learnt all the Bach Solo Suites, all the Paganini Caprices and 32 concertos, 24 of which he knew from memory.

Pleeth remained grateful to Klengel his entire life. He told me:

He was a wonderful teacher because he allowed you to be yourself. He hated it if someone copied him. He wanted us to develop our own musicality - and we did, and we're all different after all. Emanuel Feuermann and Gregor Piatigorsky were both Klengel pupils and they were totally different in their style of playing. Klengel himself was a very simple, unsophisticated man whose integrity was unquestionable. He was always honest and I loved him for it.

Pleeth was 15 when he performed the Dvorak Concerto at his first concert at the Conservatoire and shortly after made his debut at the Gewandhaus playing the Haydn D major concerto. The German press were enthusiastic and predicted a bright future; but on his return to London music was at a low ebb and foreign musicians were much preferred - with the result that many British artists added a "vich" or a "ski" to their names. Pleeth, whose family had taken British citizenship and anglicised their name, refused to revert to the Polish form to satisfy what he called inverted snobbery.

When he was 17 Pleeth gave some broadcasts from the BBC and a debut recital at the old Aeolian Hall in Bond Street, which brought him his first important orchestral engagement playing the Dvorak Concerto with the City of Birmingham Orchestra under Leslie Heward, for the magnificent fee of two guineas. From this point his career gained momentum and in 1940 he was engaged for his first solo broadcast playing the Schumann Concerto with the BBC Symphony Orchestra under Sir Adrian Boult.

Pleeth's career was then interrupted

by five years of army service, but this also had its compensations. Also serving in the same regiment was the composer Edmund Rubbra and they became lifelong friends. Rubbra dedicated his Sonata for Cello and Piano to Pleeth and his wife, the pianist Margaret Good, whom he married in 1942. Rubbra's *Soliloquy for Cello* was also written for him. Other composers who later wrote for him included Franz Reizenstein, Gordon Jacob, Matyas Seiber and Benjamin Frankel.

After the war Pleeth's solo career and his recitals with Margaret Good reached international status. He had been a member of the Blech String Quartet from 1936 to 1941 and in the early Fifties he formed the original Allegri String Quartet with Eli Goren and James Barton, violins, and Patrick Ireland on viola. He finally decided that, for him, chamber music was the most satisfying form of music-making. He told me:

Chamber music has always been a passion with me, and I return to it more and more. Not only is the concert itself an exciting experience but it is the satisfaction of working out a piece of music with three other human beings for whom you have affection. In many ways, a solo career is, for me, unsatisfying. I don't care for the solitary travelling, and like even less the isolation of being con-

fronted by a large orchestra and an "eminent" conductor.

He and his wife continued to give recitals for over 40 years and Pleeth would also join the Amadeus and other well-known quartets for the Schubert Quintet in C Op. 54. But when he retired from the concert platform, teaching occupied most of his time right up to his death, and he put into practice with his own students what he had learnt from Klengel so long before. I once asked him about his methods and he looked aghast:

Methods! You can't have methods when you're dealing with human beings who are all different. You have to treat them all differently. If you have methods you encourage copying and I don't believe that a teacher should allow his pupils to copy anything. It was the greatest quality in Klengel, which is almost a negative thing. He had no gimmicks. I had my last lesson with him when I was 16 and I've never had a lesson since. I've had to grow out of myself, and I'm eternally grateful that I'm not a copy of anybody.

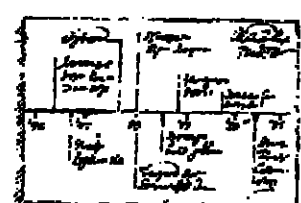
Pleeth was a professor at the Guildhall School of Music and Drama from 1948 to 1978 and a visiting teacher at the Menuhin School from 1977. Of his many British pupils, two outstanding examples are his son, Anthony - who has achieved considerable success

in the baroque field - and the unforgettable Jacqueline du Pré who described him as "a wonderful teacher who knew exactly how to guide one or correct a mistake with kindness and understanding".

On Pleeth's 80th birthday in 1996, the long-term affection of his friends and students was much in evidence at a celebration concert in a packed Wigmore Hall. The Brindisi String Quartet, Trevor Pincock - on this occasion deserting the harpsichord for the piano - and Anthony Pleeth all gave superb performances in a programme of music by Haydn, Mozart and Schubert. All proceeds were donated to the Jacqueline du Pré Multiple Sclerosis Research Fund.

William Pleeth was an exuberant, warm and generous human being, extremely well-read and one of the most articulate people I have ever met. He could talk on almost any subject, but was also a good listener who made one feel one had his undivided attention. He was appointed OBE in 1989.

MARGARET CAMPBELL
William Pleeth, cellist: born London 12 January 1916; OBE 1989; married 1942 Margaret Good (one son, one daughter); died London 6 April 1998.



HISTORICAL NOTES

KEITH THOMAS

Work 'the grand recipe for felicity'

IN *David Copperfield* Charles Dickens makes Uriah Heep complain that, when he was at school, he was taught

from nine o'clock to eleven, that labour was a curse; and from eleven o'clock to one that it was a blessing and a cheerfulness and I don't know what all, eh.

The same ambivalence runs through most writing about work. Since the beginning of time, people have had difficulty in deciding whether or not work is something they would prefer to do without.

On the one hand labour has been represented as the painful consequence of the Fall of Man, a punishment for sin and, at best, a means of spiritual mortification. From the building of the Pyramids to the gulags of Solzhenitsyn, the truly terrible conditions in which millions of slaves and labourers have been forced to work add justification to this pessimistic view.

Outside Europe the inhabitants of undeveloped countries supposedly spent much of their time avoiding work. When the founder of Methodism, John Wesley, went to America in the 18th century, he

saw a large number of reasonable creatures called Indians, sitting in a row on the side of the river, looking sometimes at one another, sometimes at the sky and sometimes at the bubbles on the water. And so they sat... for a great part of the year from morning to night.

Nearer home the aristocracy virtually defined themselves as those who did not need to work for a living. Many modern wage-earners speak of their work as something they would give up tomorrow if they could afford it. As one wit put it, "Work is what you do so that some time you won't have to do it any more."

Yet even before the Fall of Man, Adam and Eve were supposed to have worked in the Garden of Eden. They did so, wrote the Elizabethan poet Joshua Sylvester, "more for the delight than for the gain". For, provided it was not too strenuous, work could (and can) offer many compensations. It took the mind off other worries. "Up, and at the office all morning," wrote Samuel Pepys in 1668, "and so to it again after dinner and there busy late, choosing to employ myself rather than go home to trouble with my wife."

Idleness, by contrast, meant boredom and malaise. Robert Burton, the anatomist of melancholy, thought that, though the Jacobean nobility of his day had everything in abundance, they suffered endless "cares, false tears, discontents and suspicions" because they had nothing to do. Thomas Love Peacock portrayed the life of the young man about town in the early 19th century:

From ten to eleven, ate a breakfast for seven, From eleven to noon, to begin 'twas too soon, From twelve to one, asked "What's to be done?" From one to two, found nothing to do, From two to three began to foresee That from three to four would be a damned bore.

By the later 18th century, Dr Samuel Johnson's view that "every man is or hopes to be an idler" had been overtaken by David Hume's insight that activity is a vital psychological need. For Thomas Jefferson, writing to his daughter in 1787, "a mind always employed is always happy. This is the true secret, the grand recipe for felicity. The idle only are wretched."

Today work can offer many satisfactions: not just the pleasures of absorption and achievement, but the sociability and petty dramas at the workshop and the office. As people say in their little retirement speeches, "I won't miss the work, but I shall miss the people." They also need the structure which work gives to their lives. As the Oxford don remarked, when asked how he was enjoying retirement: "It's not too bad, but I rather miss the vacations."

Keith Thomas is the editor of *The Oxford Book of Work* (OUP £20)

The laws of upward mobility, BA style

WASHINGTON - I have just been to London and back. I flew there by Concorde and returned in the First Class compartment of a British Airways jumbo jet. I expect practically all readers of *The Independent* cross the Atlantic regularly by Concorde, but in case there is still among you some unfortunate who does not have the disposable income to pay \$3,210 (£1,700) to go to America and another \$3,210 to go home again, let me comfort the miserable creature by saying that you have not been missing all that much.

Life for the Concorde traveller is actually more glamorous on the ground than in the air, where conditions are a little too cramped to convey a sense of enormous luxury. At Kennedy Airport, New York, there is an agreeable waiting room containing supplies of fresh orange juice, coffee and copies of *The Independent*. It would be pleasant to linger there, but instead one is obliged to clamber into this long thin tube and be hurried across the ocean at twice the speed of sound, while the stewards and stewardesses do their best under these trying circumstances to make one feel pampered. It is fortunate for them that the flight lasts only a little over three hours, for they manage to keep smiling without a break for the entire journey. The strain must be terrible.

The main point of Concorde is, of course, that it travels so fast and gets you to your destination with breathtaking speed. But you also meet a very superior kind of passenger. My neighbour was a Canadian with an Oxford accent living in Connecticut and on his way to clinch a deal in Peking. He was stopping in London to make a speech which had been written

for him by somebody else. He was chairman of two different companies with different addresses and presented me with two visiting cards to prove it. In Peking he was to sign an agreement chartering a Chinese ship with a Chinese crew to carry vast quantities of rock from a quarry on the west coast of Scotland to the Port of London. The rock was needed for building the Channel Tunnel. You don't meet people like that in the back end of a Boeing 747.

To travel First Class from London to Washington costs about \$2,500, considerably less than by Concorde, but it has certain advantages. You have a much larger and more comfortable seat and are given an extremely good lunch. My neighbour on this flight was probably even grander than Concorde man. He was more expensively dressed, wore more jewellery and sent back the toast because it was soggy. His reading consisted of the journal of the Royal Horticultural Society and a book called *Stick and Rudder* about how to fly aeroplanes. But I can tell you no more about him because we didn't exchange a word during our entire seven and a half hours in the air. (Not quite true. Noting his interest in horticulture, I asked him if he could identify the leaf on the smoked salmon. "Dandelion," he replied.)

At this point, you may be wondering what I have been doing travelling in such an extravagant way. The fact is that I had no choice in the matter. I had two business class tickets with reserved seats. But the New York-London flight was cancelled, so British Airways put me on Concorde; and on the London-Washington flight, the Club Class compartment was overbooked, so they put me in First. It seems that British Airways encourages upward mobility of this sort. When I was bumped up from Club to First, I met a First Class passenger in our VIP lounge who had been bumped up to Concorde to make room for me. It is fortunate that Concorde is hardly ever fully booked, for where can one go from there except down?

The only problem with the British Airways upward mobility system is that it appears to operate according to modern Thatcherite principles. It rewards the "haves" but not the "have-nots". If I had not been holding a Club Class ticket, but had been a simple Economy Class passenger, I would never have been allowed to fly on Concorde, even though my flight had been cancelled. Instead, I would most likely have been stranded in New York for many hours waiting for another ordinary flight to leave for London.

So, if you want to rub shoulders with Omar Sharif (as I did at London Airport on Tuesday), if you want to send back your toast to a smiling and uncompromising steward, spend the extra, buy a business class ticket and anything might happen.

'Out of the West' from the Foreign News pages of 'The Independent', Thursday 7 April 1988

GAZETTE

BIRTHS, MARRIAGES & DEATHS

DEATHS

MILTON: Jennifer, peacefully on 1 April. She leaves her family and friends with her courage and love. Service at Gilead Church, Friday 3 April, 3pm. Any donations to Dr P.A. Duggan, Moreton Hampstead Hospital Appeal, Health Centre, Moreton Hampstead, Devon TQ13 8LW.

MONTAGUE: Joan, cherished daughter of Louise and mother of Peter and Lesley, died peacefully at North London Hospice on 30 March, aged 62. The funeral will be on Thursday 8 April, 1.15pm at St Thomas Church, Colindale. Family flowers only. Donations payable to the Helen Rollason Cancer Care Centre Appeal, c/o W. Nokes, 98 Crown Lane, Southgate, N14.

WEINER: Ben. Died peacefully on 3 April 1998, aged 87. Much-loved father of Lindy, Matthew and Deborah and loving grandfather.

APPOINTMENTS

Mr John Grant, to be ambassador to Sweden. Mr Ian Kelly, to be ambassador to Belarus. Judge Roderick Evans QC, to be Senior Circuit Judge at Cardiff Crown Court.

ROYAL ENGAGEMENTS

The Duke of York launches the Royal News Magazine on the Internet, at Café Internet, Buckingham Palace Road, London SW1. Princess

BIRTHDAYS

Mr Dennis Amiss, cricketer, 56; Miss Angela Bonallack, golfer, 62; Miss Fredda Brilliant, sculptor, 91; Mr Francis Ford Coppola, film director and screenwriter, 60; Sir Geoffrey Cox, former chief executive, ITN, 89; Mr Luca Cuman, race-horse trainer, 50; Professor Sir Graeme Davies, Principal and Vice-Chancellor, Glasgow University, 62; Professor Donald Denman, land economist, 88; Mr Peter Fluck, puppet-maker and satirist, 58; Sir David Frost, television presenter, 60; Mr Frederick Garner, former chairman, Pearl Assurance, 79; Mr James Garner, actor, 71; Sir Terence Harrison, former chief executive, Rolls-Royce, 68; Dr Helen Harvey, Headmistress, St Swithun's School, Winchester, 49; Vice-Admiral Sir Arthur Hezlet, former submarine commander, 85; Mr Gordon Kaye, actor, 58; Mr Martyn Lewis, broadcaster, 54; Mr Cliff Morgan, former head of Outside Broadcasting, BBC Television, 69; Mr Ian Richardson, actor, 65; Mr Andrew Sachs, actor, 69; Mr Ravi Shankar, sitar player, 79; Gp Capt Mary Shaw, former Director and Matron-in-Chief, FMRANS, 66; Miss Alison Shrubsole, former Principal, Homerton

College, 74; Mr David J. Williams, former Chief Constable, Surrey, 58.

ANNIVERSARIES

Births: St Francis Xavier, Jesuit missionary, 1506; Dr Charles Burney, organist and historian of music, 1726; Domenico Dragonetti, double-bass player and composer, 1763; William Wordsworth, poet, 1770; François-Marie Charles Fourier, social reformer, 1772; William Ellery Channing, Unitarian minister, 1780; Sir Francis Legatt Chantrey, sculptor and benefactor, 1781; Hermann Berens, flautist and composer, 1826; Gilbert Arthur A. Beckett, playwright and writer, 1837; Franz Ries, violinist and music publisher, 1846; Edward Knoblock, playwright, 1874; Daisy (Margaret Mary Julia) Ashford, author, aged 9, of *The Young Vipers*, 1881; Bronislaw Kasper Malinowski, anthropologist, 1884; Gabriela Mistral (Lucila Godoy Alcayaga), poet, 1889; Sir David Alexander Cecil Low, cartoonist and caricaturist, 1891; (Cuthbert) Dale Collins, journalist and novelist, 1897; Billie Holiday (Eleanora Fagan), jazz singer, 1915.

Deaths: Jean-Baptiste, Abbé

de La Salle, founder of the Christian Brothers, 1719; Richard (Dick) Turpin, highwayman, hanged, 1739; El Greco (Domenikos Theotokopoulos), painter, 1614; Sir William Davenant, poet and playwright, 1668; William Godwin, radical writer, 1836; Anton Diabelli, music publisher and composer, 1858; Phineas Taylor Barnum, showman, 1891; Albert Venn Dicey, jurist, 1922; Joseph Aloysius Lyons, statesman, 1939; Henry Ford, motor manufacturer, 1947; Theda Bara (Theodosia Goodman), silent film actress, 1955; James (Jim) Clark, car-racing champion, killed 1968; Sheikh Abde Karume, dictator of Zanzibar, assassinated 1972.

On this day, in France, the metre was made the official measuring unit of length. 1795, during the American Civil War, the Battle of Shiloh ended after Federal reinforcements arrived, causing the Confederates to withdraw, 1862; the Conference of Algiers, considering the ownership of Morocco, ended, 1906; the Canadian Grand Trunk Railway was completed, 1914; the first London production of the musical show *The Desert Song* was staged, 1927; Italy invaded Albania, 1939; the World Health Organisation

was formed as a specialised UN agency, 1948; Dag Hammarskjöld of Sweden was elected Secretary-General of the United Nations, 1953; Spain relinquished its protectorate over Morocco, 1956.

Today the Feast Day of St Aphraates, St Celsus or Ceallach of Armagh, St George the Younger, St Hegesippus, St Henry Walpole, St Herman Joseph and St John Baptist de La Salle.

LECTURES

National Gallery: Lorne Campbell, "Van der Weyden (I): an introduction to the exhibition", 1pm. Victoria and Albert Museum: Sibylla Luigi, "Domestic Arts from the Italian 14th-century House", 2pm. Tate Gallery: Justine Hopkins, "Burning Tigers and Invisible Worms: the vision of William Blake", 1pm. British Museum: Della Pemberton, "Buddhist Sculpture from Amaravati", 11.30am. Royal Society of Arts: London WC2: Patricia Moore, "Ageing: the lifespan challenge", 6pm (telephone 0171-930 9286 for tickets). Wallace Collection, London W1: Rosalind Savill, "Sevres Porcelain Vases", 1pm.

Announcements for BIRTHS, MARRIAGES & DEATHS (Births, Adoptions, Marriages, Deaths, Memorial services, Wedding anniversaries, In memoriam) are charged at £6.50 a line (VAT extra). OTHER Gazette announcements (functions, Forthcoming marriages, Marriages), are charged at £10 a line, VAT extra.

The Independent's main switchboard number is 0171-293 2000. The Obituaries e-mail address is obituaries@independent.co.uk

WORDS

CHRISTOPHER HAWTREE
Quorn, n.

nice beef stew / With greens and mashed potatoes. No mention of quorn, made by Marlow Foods of Cleveland. Rank Hovis dis-

covered a particle of the mushroom-like fungus - Fusarium Gammarum - 30 years ago. It owned some tradenames and, bizarrely, gave the meat-substitute one associated with a Midlands hunt, whose name means, ulcerously, a bill where millstones are got. The hunt cannot name any regular eaters of it.

You ask the questions

(Such as: Griff Rhys Jones, how do you think you will handle being Prince Edward's father-in-law?)

Griff Rhys Jones was born in Cardiff in 1963 and spent his childhood in Essex. He studied English and history at Cambridge University. He started work at the BBC as a radio producer before moving into television to work on *Not the Nine O'Clock News*. In 1998 he produced his 11th series of *Smith and Jones*. He has recently finished producing the *Griff Rhys Jones Show* for BBC Radio 2 and is currently hosting his spoof discussion show, *Do Go On*, for Radio 4.

If you could choose to act any character in a film or play, who would it be?
Elisabeth Tinner, Edinburgh
I should like to play evil villains. Recently I was asked to play a gift vampire hunter. Unfortunately, the director took one look at me and said: "You are wrong for the part." I was very disappointed.

Years ago I saw you in an excellent *Play for Today* (I can't remember the title, but it was constantly raining). Have you considered taking on any other serious roles?
Angela West, Skegness, Lincs
That was *A View* by Harry Clarke, about a decade ago, and it was my first serious role. I played an alcoholic who murders his children. That was about as serious as I'm ever going to get. I also decided I would never play a part where the rain cost more than me.

How would you describe your relationship with Mel Smith?
Edward McKay, Weston Hills, Lincs
Mel has the loyalty of a water buffalo and the intelligence of a bee and he looks like a hippo, so you have to adore him. Nothing else is allowed.

How will you handle being Prince Edward's father-in-law?
David Hassell, Thames Ditton
I think it's a very great thing for the

prince to marry into the Rhys Jones family. Actually Sophie and I are not related, we just both come from the same sort of middle-class family who wanted to jolly up our status with a Welsh name.

Did you tell jokes when you were at school? Are you a naturally funny person or do you have to work very hard at it?
Norman Wilson, Tarnock, Somerset
I enjoy being in the company of people who are in a mood to be amused – and I think that was true at school – rather than working hard. I like being in gangs.

Would you have been as talented and funny if you were tall and thin?
Sean Linehan, Highgate, London
I am tall and thin, I just look short and fat.

How did you vote at the last election? If there was an election tomorrow, how would you vote?
Diana Murray, Harrogate, N Yorks
I went into a polling booth and put an X on the spot and, unless they change the system, I'll do the same at the next election.

Why did you choose to go to Cambridge University?
Ruth Lake, Harpenden, Herts
Because I could. Because it's less noisy than Oxford, and light blue suits me.

Are you still in touch with Rowan Atkinson and Pamela Stevenson?
Ann Driver, Bridport, Dorset
Rowan I see at charity gigs, as we are always put in the same dressing room for some reason. The last one we did we shared with Vinnie Jones, who called me Taft. Strangely enough, he plays for Wales... Pamela is now a therapist in California, and I haven't got so bad that I've had to make an appointment to see her. Yet.

How many times do you think about sex on average per day?
Carol Lindsay, Hemel Hempstead, Hertfordshire



I've never really counted. I'd also have to say there's no such thing as an average day. When I'm working in the sex shop, I think about sex all the time. Most of the time I don't think about it enough.

Do you believe in God? How did you celebrate Easter?
Raymond Milnes, Hartpury, Gloucs
I don't believe in God. I spent Easter like everyone else, eating chocolate and worrying about the war.

Do you have any pets?
Dennis Lewis, Maidenhead, Bucks
I have 11 ducks and one Labrador puppy. My job is to keep the one set of pets away from the other.

What is your most painful after-dinner speaking experience?
Janey Bridgman, Norwich
The first time I did it, it was at the Colchester Society for the Preservation of Law and Order. I had written a rather tame speech and the

person who spoke before me delivered 15 minutes of the bluest material I have heard. And the society rocked. I was left tearing up my speech. They hanged me – which is probably what they'd come together to do in the 18th century, and were simply continuing the tradition.

Which comedian do you admire most and why?
Karen Burgess, Cambridge
I think Paul Merton is the funniest

person on television; Rory McGrath is the funniest to be with. Walter Matthau I can only worship.

How do you feel about criticism that your latest *Smith and Jones* series is boring and unoriginal?
Rupert Moore, Steyning, W Sussex
I wish Mel would stop saying that.

How do you think your life would have been different if you looked like Mel Smith?
Tom Blumer, Kensington, London
We'd have been a most peculiar double act.

Can you describe your first ever romance? When did you first have your heart broken?
Maria Diakou, London
I joined the ballroom dancing society at school in order to meet girls. Jimson (that was my friend) and I got off with identical twins. Whenever the door opened, I could never tell whether my heart was supposed to be beating or whether I was supposed to be making pleasanties. My heart was broken as a result of that coming to an end – but there were plenty more girls at the ballroom dancing class.

Do you think that your fame has made you more popular with the ladies? When was the last time that you were propositioned?
Megan Alvarez, Cirencester
I don't think so, my worst reviews always come from lady reviewers. The last time I had a proposal was when I was in *Not the Nine O'Clock News*. I got a letter saying: "I don't just want to be friends with you, I want to have sex as well." Which was the opposite of what I had intended.

Have you ever been arrested?
Darren Batterbury, Liverpool
No – although I know it reduces my credibility.

Where did you get your accent? Did you ever have a Welsh accent?
David Murdoch, Helensburgh, Dumbartonshire
It's Welsh in origin. The consonants

NEXT WEEK

IAN BOTHAM,
FOLLOWED BY
KENNETH CLARKE



SEND questions for the cricketing legend Ian Botham and leading Tory Europhile Kenneth Clarke, to: You Ask the Questions, Features, The Independent, 1 Canada Square, London E14 5DL (fax 0171-293 2182, or e-mail yourquestions@independent.co.uk, by 12 noon on Friday 9 April)

come from Midhurst and the vowels from Harlow. We moved around a lot, and I grew up confused.

Are the face-to-face characters in *Smith and Jones* based on people you have actually met?
Patrick Dean, Saffron Walden, Essex

Yes, taxi drivers, who are now the only people I meet, alas.

Do you see *Smith and Jones* as the natural successor to *Morecambe and Wise*? If not, who?
Mary Roper, Chalfont St Peter, Buckinghamshire
Not particularly. Nobody will ever fill *Morecambe and Wise's* shoes. We tried to be more *Two Ronnies*.

Did you ever get teased about your chin when you were at school?
Robert Webb, Willesden, London
Well, I took it on the ear.

Is it true you write over 80 per cent of the *Smith and Jones* scripts?
Trudy Foster, Birmingham
Unfortunately I do write most of it. The best of it is written by Paul Powell, Mike Haskins, and Burton and O'Farrell.

Let's have a nanny state

So you need help choosing your childcare. But is this the way? By Kate Watson-Smyth

IT USED to be terribly easy to get hold of a nanny. One simply picked up the telephone and rang Norland. They would send round a super girl in a frightfully smart uniform leaving one free to get back to the seating plan for dinner.

Nowadays, parents have grown wary about who they invite into their homes. A spotlight has been shone on to the nanny profession by the recent trials of Louise Woodward and Louise Sullivan. And the profession has been found wanting.

Everyone has at least one horror story to tell of the monster they invited into their home. And now the Government has finally responded by issuing a set of guidelines aimed at helping parents to choose a nanny or carer. The advice booklet, *Need a Nanny*, seems at first sight to consist of simple common sense, but many mothers welcome it.

Jane Osborn, who spent three months searching for a nanny for her daughter, Elizabeth, says any help at all is valuable, however basic. "I had no idea how to interview and I was gobsmacked when one nanny turned me down. I thought I was offering her a lovely job looking after my lovely baby... I realised then that I had to do a much better job of selling myself and the family, which came as a great surprise to me."

The booklet contains information on interview techniques, what



The search for a good nanny is no stroll in the park. *Hulton Getty*

to look for in a potential employee and the importance of listening to your child's reaction to the stranger. It also emphasises the cardinal rule: check every reference.

Clare Jackson spent nine months looking for a nanny. "My friends recommended various agencies, but I didn't think any of them were good enough. They didn't seem to put in very good checks on the girls which I found very worrying."

"The prospective nannies would turn up sloppily dressed and with no interest in what the children liked to eat or what activities they could do with them which might be educational. It had me in tears and I began

to think I'd have to give up work."

In the end, Miss Jackson found a nanny through a London-based agency called Nannies and Home Services Ltd, which provides nannies to the police federation and refuses to take on any girl who has not had a police check.

David McGhie, a director of the firm, is keen to be reassuring. "We are a limited company so anyone can check us out," he says. "We do extensive interviews with the parents and the nannies and ask them to go to the local police station to be screened. That gives them a letter saying they have been checked. Anyone who refuses to do that is

automatically refused a position with us."

Clare Jackson is cautiously welcoming to the guidelines but worries that they would simply help nannies to prepare the questions.

"If they can read about how they are likely to be interviewed and what the parents will be looking for, then they can be prepared and know what to say just so they get the job," she says.

Ms Osborn, who now runs Elizabeth Henry, a nanny agency near Sevenoaks in Kent, said she would have been glad of the guidelines when she was hunting for a nanny but suggested that there should be a mechanism for nannies to check out future employers as well.

"I sometimes send 18-year-old girls to families for live-in jobs and I have no idea what the families are really like. I could be sending them off to a position where they are abused and mistreated. The fact is that there need to be clear guidelines for both sides."

Clare Russell spent nine months with a string of "appalling" nannies. "But the one crucial thing I have learnt from all this is that you cannot tell anything from an interview and you must always check all the references. Never, ever allow yourself to be fobbed off, just keep badgering until you get the information you need."

THE IRRITATIONS OF MODERN LIFE

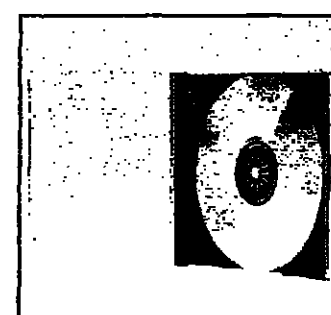
36. THE CD CASE BY CLARE LONGRIGG

IN HIS biographical pop odyssey *Lost in Music*, Giles Smith devotes part of a chapter to the question of how to open a CD case. It is a measure of how much the LP generation struggled with the new box that his instructions run to a full nine pages.

"The left hand is spanned across the front of the disc with the little finger clamped firmly against the spine low down, the thumb parallel with it, working at the opening edge. Meanwhile the right-hand thumb, cupped round from the back in a mostly supporting role at the top edge, wiggles the back free of the front."

And so on. Everyone has their own technique, but most involve the stomach-tightening moment, after the "wiggling" stage, when the lid has bent partly open in the centre, but the sides refuse to give way. The tension of knowing that any second the CD is going to fly out of the box and skid across the floor is liable to wreck the ritual of putting on a record.

Of course, one of the design features is that getting furious is entirely counter-productive. The ball-and-socket hinge is shallow and easily comes apart, which is not difficult to remedy in itself, except that usually the lid falls on the floor and you step on it and the resulting cracks make the whole thing look tired



and cheap. Worse, if you fail to open the box exactly straight, when it eventually pops open the top hinge tends to snap clean off. Every single time you open it thereafter, the box will lurch unevenly and then fall apart. This is particularly aggravating as it increases the likelihood that the lid will fall on the floor (see above). It also means the box will not shut properly, making it impossible to put back in its slot.

When you remove the disc, the teeth in the centre which are supposed to keep it in place often break off, so it slides easily out on to the floor (qv).

Apart from the need to buy special storage units (I am aware there are people who absolutely love special storage units, I just don't happen to be one), the shortage of surface area is a major disappointment. Re-reading for the hundredth time some loving biographical detail or the pretentious thank-yous on the back of an LP was

always a major part of listening pleasure. The CD case contains a small, glossy, stapled pamphlet which should slide out from under small brackets on the underside of the lid. Only the drummer's girlfriend has offered to do some artwork and, as a result, the booklet is too fat to be slid. After you've removed it and replaced it a few times, the top and bottom of the pages become furled and creased, so you have to force them into place with your fingertips.

Whatever you do, do not try to move the artwork for your favourite CD into an unbroken case. It is tempting, I know, and it looks so simple, but you must not do it. I have tried. Pulling the booklet out of the lid is simple enough. And you might be able to lift the inner plastic casing of the lower box just enough to slide out the backing card. But even if you get that far without snapping it, you will never ever get the card back in. Not if you break all your nails. Not if you use a long screwdriver-like implement.

You will be left with two CD cases in bits, one broken, four bits of printed card and two homeless discs. And, since many designers seem to think it clever to avoid printing the album name on the disc, you'll have to play a selection before you find the one you're looking for. It's enough to make you nostalgic for cassettes.

Scotland: the brave new world

Continued from page 1
Even now, many of the big grey men are still in power. Grossart remains. Patullo and Younger are only just retiring. Andrew Neil has returned to the Scottish media; Tom Farmer, Brian Souter and Sir Alistair Grant still dominate business, while the church, the landowners and football hooligans sail impetuously on.

Nevertheless, on the night of 1

May 1997 Scotland claimed its own particular Fortieth Moment. When the then Scottish Secretary Michael Forsyth went, something changed. That election night also banished every Tory MP from the land, while the September referendum showed the electorate's settled will for a separate parliament. The SNP is not just resurgent but now, in a nice twist for a republican party, fulfils the role of Her Majesty's Opposition up north.

Already tipped as a future SNP leader, John Swinney joined the party aged 15, was National Secretary for six years and is now prospective candidate for North Tayside. Though Alex Salmond still loves the limelight, many of his recent victories have been helped by Swinney's backroom strategy. "I

hope the parliament will attract a broader range of people than before, not just politicians like me."

For better or worse, the parliament will complete the transformation of politics. Labour took 56 of the seats at the 1997 election, the Liberals 10 and the SNP six. Despite the protestations of most Labour MPs that they wholeheartedly support devolution and would be proud to stand for a Scottish parliament, there has been a curious coyness about following through. Many MPs are already ministers; many backbenchers are pleading a sudden interest in defence or foreign issues.

Whatever the reason, only a handful of MPs have so far put themselves forward for election as MSPs. To fill the gaps, Labour has

had to find 50 spare candidates for the first-round elections alone to run alongside the equally fresh-faced Tory, Lib-Dem and SNP selections.

There are other signs of a thaw in Scotland's habitual wintry discontent. During the Eighties, it seemed like the only woman who mattered in Scotland was Margaret Thatcher. Beyond her, there were a few formidable characters in business and politics; Margaret Ewing, Jean McFadden, Helen Liddell, Ann Gloag, Kirsty Wark. Now, half of Labour's candidates for the Scottish Parliament are women, and the numbers within general public life – formidable and otherwise – are rising all the time.

If anyone typifies the brave new world beyond Westminster, it is

Wendy Alexander, prospective Labour candidate for Paisley North, ex-management consultant, selected to reclaim Paisley from the muck of Tommy Graham's tenure.

She cites the numbers of women moving into senior positions – Bridget McConnell, Janice Kirkpatrick, Elspeth King, Elizabeth MacInnes, Rhona Brankin – alongside well established figures: Seona Reid, Joyce Macmillan, Roseanna Cunningham. "There's been a huge, unnoticed sea change, a wholesale shift towards meritocracy," she says. "It's still very solidly middle-class at the top, but it doesn't have the same sense of being one big grouse moor."

James Drummond also believes that those who hold power are beginning to change. "I think those who

hold power have become more fragmented. During the Conservative government, you had the situation where the Scottish Office was having to deal with things through influential individuals because the Tories' own network in Scotland was weak and tended to be skewed towards a very narrow group of people. On the other hand, Labour has always had deep roots in Scotland and a much wider, more diverse support base."

Many are worried that the parliament will not exist for long with the powers it currently has. Already, there are flashpoints: the parliament will also have only limited powers to deal with Scotland's most pressing issues – housing, health, poverty, drugs – and no con-

trol at all over defence matters despite the fact that the bulk of Britain's nuclear defences will remain in Scotland.

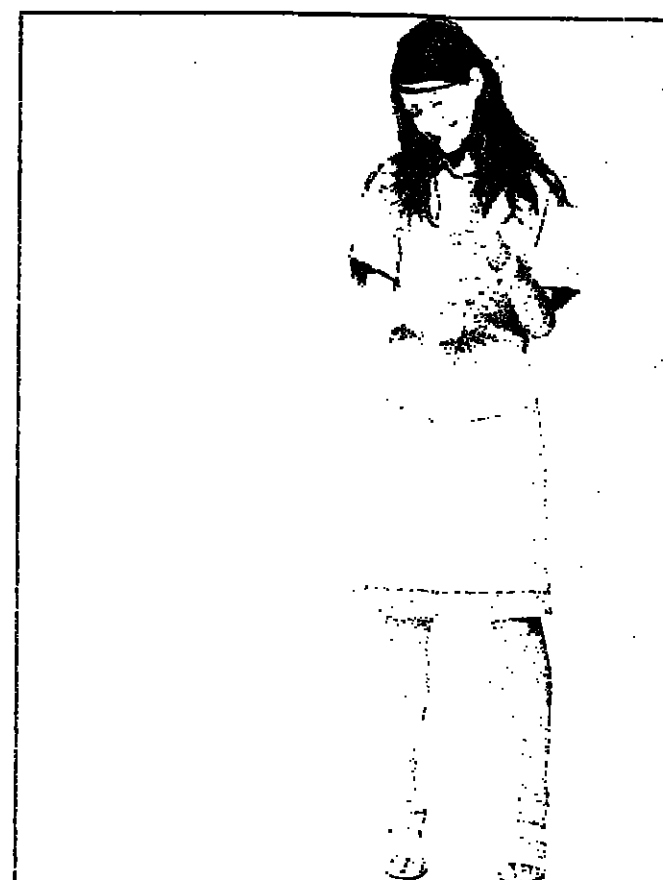
If the parliament doesn't work, then either it would have to be scrapped, or – more probably, given the strength of the SNP – there would be pressure for full independence. And, while business might have reluctantly come to terms with devolution, it seems altogether less keen on full separation from the rest of the UK.

But change, however centralised and however flawed, is still considered by most to be better than the long, stony years of stagnation under the Conservative government. For tartan trews and gabardine, it's the beginning of a long farewell.

Brigitte Bardot put the cheeky into the checks. This time round they're not only sexy, they're cool, too. By Rebecca Lowthorpe



Red gingham dress, £70, by French Connection, 249 Regent Street, London W1, and 53 Albion Street, Leeds LS1 (enquiries 0171-398 7200)



Lilac short-sleeved gingham shirt, £30, by Warehouse, 19-21 Argyle Street, London W1, and 92-96 Argyle Street, Glasgow (enquiries 0171-278 3491). Lime green floral dress, £225, by Mark Whitaker, from Koh Samui, 65 Monmouth Street, London WC2 (enquiries 0171-2404280). Pink gingham high heels, £45, by Faith, 182-184 Oxford Street, London W1, (enquiries 0800 289297)



Black-and-white gingham shirt dress, £180, by Paul Smith, 40-44 Floral Street, London WC2 (enquiries 0171-379 7133)

Photographer: Anna Stevenson
Stylist: Holly Wood
Hair: James Mooney at Paul Windel using Bumble & Bumble
Make-up: Fyrial Arnell at Julie Bramwell
Model: Colette C at Select
Shot at James English Studio

And God created gingham

Don't you turn up your nose. Gingham, redolent of tablecloths and pinnies, twitching cottage curtains and apple pie, is the star of some classic movies. Remember the wholesome Doris Day, whose cleaner-than-clean image would not have been complete without her sweet gingham frocks? Even in the film *Calamity Jane* - as the rip-snortin', gun-totin' cowgirl - what was supposed to be a racy role (she had an affair with Wild Bill Hickok) was tempered somewhat by her starched gingham shirt, knotted at the waist. Less whip-crack-away, and much more whipped cream.

And then there was cutie-pie Judy Garland, skipping down the yellow brick road in her blue-and-white gingham dress, complete with petticoat, puffed sleeves, piny and ruby slippers - the picture of innocence.

It wasn't until a pouting young French actress came along in the Fifties that gingham was finally given a major dose of sex appeal. Brigitte Bardot gave the fabric new appeal when, as a nubile, kittenish nymphet, she wrapped herself up in the most virginal of checked cloths. Bardot pioneered the sexy gingham look, first when she was photographed in that famous frilly gingham bikini, then when she married for the second time and wore a pastel-pink gingham dress with a scoop neck, nipped waist and three-quarter-length sleeves. Both looks were instantly adopted by women the world over.

Apart from the occasional sightings of Bardot around her stomping ground on the French Riviera in cute Capri pants and bosom-enhancing bra tops, the sweet checked fabric didn't really resurface - unless you count school uniforms, gym bags, oven gloves and chef's

trousers - for quite some time. Fashionably speaking, it finally re-emerged when Comme des Garçons got hold of the fabric three seasons ago. Pastel-pink-and-blue sheath dresses blew gingham's sugar-coated image out of prairie land, particularly as they came complete with weird lumps and bumps on hips and shoulders. This was more Quasimodo than Anne of Green Gables - conceptual, intellectual and pushing the great traditions of fashion forward. Suffice to say, where the cerebral Rei Kawakubo leads, others will surely follow, although it takes longer than just one season for more mainstream designers to catch on.

The spring/summer catwalks held the key to gingham's revamped image. The first sign of enlightenment was

issued by Paul Smith, who had the smart idea of turning black-and-white checks into a clever shirt dress (it looks like a dress from behind but like a shirt worn with a skirt from the front). No frills in sight - just a simple, wearable dress. Then, no-fuss Nicole Farhi sent out a batch of sleek-as-you-like skirts, pencil trousers and zip-through jackets.

Even Antonio Berardi played with gingham - the baby variety, in minuscule black-and-white checks. Simple modernity not being his thing, Berardi put it into some seriously sexy dresses and tailoring instead - perfect for any modern-day Bardot.

Gingham has, dare I say it, even become cool. You only have to look at these pictures to get a sense of its new-found

hipness. When the 101-year-old British company TM Lewin, the renowned Jermyn Street shirtmaker, thought to update its fusty old image and take its women's shirts into the next century, what fabric do you think it came up with? Gingham, of course. What better place to start looking for a crisp summer shirt, or several of them since they are available in rainbow-coloured checks, everything from lilac and red to mint green and fuchsia. They cost from £49-£60 and you don't even have to visit the Jermyn Street store - simply phone for a mail-order catalogue or visit TM Lewin's website (www.tm-lewin.co.uk).

Not surprisingly, the whole high street is at it. French Connection, Warehouse, Oasis, Top Shop et al are all doing their bit to prove that tiny checks can be ultra-modern, ultra-desirable even. There are, however, a few signposts to follow if you want to make gingham work for you. Be warned that a red-and-white checked ensemble may make you look like you had nothing clean to put on in the morning and were obliged to whip off the tablecloth on your way out the door. So it is essential to stick to a neatly cut, strappy summer dress, such as the one by French Connection (pictured above).

Equally, don't get carried away and wear the look head to toe, unless you want to run the risk of being drawn like a pair of curtains. And make sure you buy an up-to-the-minute, streamlined shape - anything overblown, with frills and flounces, and you could be mistaken for Laura Ingalls in *Little House on the Prairie*.

Now that gingham has cast off its siddy sweetness once and for all, we suggest you get into some small but perfectly formed checks, before it has yet another *Calamity Jane* identity crisis.



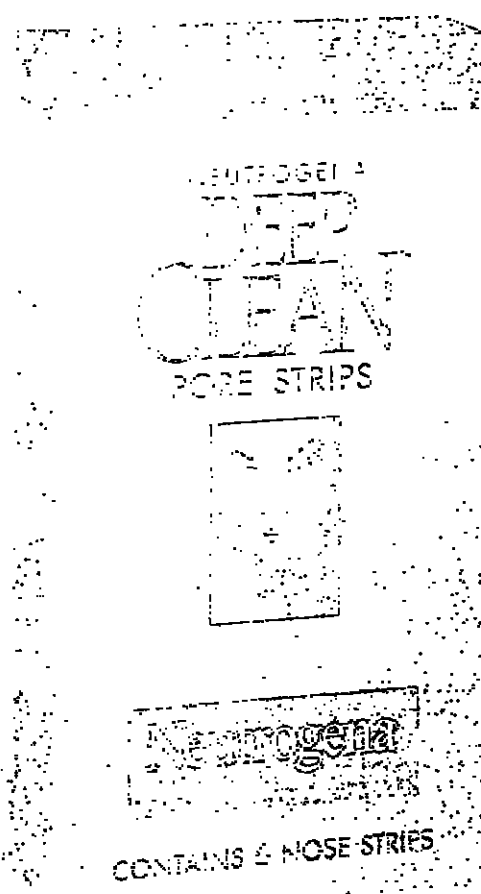
Green short-sleeved gingham shirt, £49, by TM Lewin, 106 Jermyn Street, London SW1 (enquiries 0171-930 4291, and mail order 0800 3761664). Long denim skirt, £40, by Warehouse, as before

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It's only Reich'n'roll but I like it

DJs have been borrowing bits of Steve Reich for years. Now it's official: the barriers between 'serious' music and mass culture have come down. By Robert Worby

The biggest-selling avant-garde artefact of all time must be the track "Revolution 9" from the Beatles' *White Album*. Within weeks of its release, hundreds of millions of people had heard it. The piece, composed from fragments of spliced audiotape, was the logical outcome of the experimental work in pop recording studios during the Sixties, and it presented to the mass market the idea of composing with tape recorders, utilising all kinds of sounds and not just notes.

The idea that any sound could be used to make music was not new. Pierre Schaeffer did it in Paris in 1948 and called it "musique concrète". He used wax discs to record everyday sounds, and manipulated them with turntables and a mixer – very similar to DJs of today.

Tape wasn't readily available until later, and when it did come along, it made things a lot easier: cut, splice, hack, chop. One second of life became a length of tape; time and space were fused into a modernist paradigm. The American composer John Cage commented: "One second, which we had always thought was a relatively short space of time, became 15 inches. It became something quite long that could be cut up."

Stockhausen, Berio and just about every composer since the Second World War had a go at hacking tape, producing works that were at the so-called "classical" end of the musical spectrum. Meanwhile, as the 1960s unfolded, groups like the Beatles and their producer George Martin were also using tape recorders, not just to record their songs but to create fantastic new sound worlds. Backwards guitar solos and strange aural landscapes became the norm.

The two cultures have continued in parallel, each acknowledging the other's existence, perhaps with a little hostility. The "classical" composers are labelled by the pop world as academic, stuffy and pretentious while the "pop" composers are taken seriously by media and cultural studies departments but not at all by the music departments. Now, more than 30 years after "Revolution 9", there are indications that the two cultures might be negotiating a merger.

Sonic Concrete was a recent three-day event at London's ICA hosted by Sonic Arts Network, the organisation that promotes the cut-

ting edge of music technology. DJs and "classical" composers rubbed shoulders in a club-like atmosphere reminiscent of a 1960s happening. Spring Heel Jack and Scanner bombarded the room with a nine-turntable "history of 20th-century music", simultaneously spinning several recordings of Stravinsky, Messiaen and other major composers to produce a dense cacophony far outweighing anything an



The Orb (above) have sampled whole chunks of Reich, turning a section of 'Electric Counterpoint' into 'Little Fluffy Clouds'

orchestra might produce.

Jonty Harrison, at the controls of the Beast multi-speaker sound system, managed to silence the perpetual audience chatter with Denis Smalley's "Pentes", a seminal electro-acoustic work made a quarter of a century ago. Pieces like this are usually performed in the hushed reverence of the concert hall; here the elegant sonic gestures sliced through a motionless dancefloor, entrancing attendant clubbers.

The ICA event was just a little too early for the new Steve Reich album released last week. *Remixed* is a collection of his classic pieces reworked by "the most innovative remixers and producers of the Nineties". Reich is definitely from the world of "classi-

cal" contemporary music; he was trained to write string quartets and symphonies but in the mid-Sixties he, too, was making music with tape recorders. By running identical tape loops simultaneously on two tape machines he discovered his famous "phasing" technique where one endlessly repeating musical figure slides ahead of another, producing fabulous complexity from relatively simple material.

Dissatisfied with the idea of making tape pieces for the rest of his life, he transferred his technique to conventional instruments and became one of the founders of minimal music. This sound world has similarities with some pop dance music and, as far back as the late Eighties, DJs were quick to sample snatches of Reich's work. He claims to have had little to do with this current album, insisting that the idea came from a group of proactive record company executives.

"I could have said 'no', but I said 'yes'. And gradually, through people in London, New York and Japan, tapes began to arrive from DJs. We sifted through material by committee and picked the best."

Reich is pleased that his music is useful to a new generation and sees this as a kind of poetic justice. He was influenced by the pop music of his time – which for him was the jazz of John Coltrane – and now pop music is influenced by minimalism.

Apparently, this two-way flow between popular and serious music was commonplace until just before the First World War, when along came Arnold Schoenberg, the ringmaster of atonality – that branch of music that disposed of all things recognisably melodic.

Reich says: "When I went to music school in the Fifties, there was a wall between serious music and the street; a wall that, I would tend to say, had been erected by Schoenberg and his followers; a wall that did not exist prior to that time."

Reich maintains that his generation has taken down this wall and restored the possibilities of exchange between the two worlds. Nonetheless, there is no doubt where he is coming from. "Whenever I hear that a pop musician is writing a rock opera or an orchestral piece, I run for the hills," he says. He maintains that musical training and working with notes and notation is important.

So what was he doing composing with tape recorders in 1965 and, more recently, using samplers with every-



Reich's classical pieces have been reworked by DJs for the 'Remixed' album

day sounds?

"Right now there's a lot of interest among musicians in bringing things from the world into their music. But it's also an old thing: the storm in Rossini's *William Tell*; the canon in Tchaikovsky's *1812 Overture*; and even the introduction of the glockenspiel was because composers wanted to use bells."

Reich is looking for common-place sound that can be transcribed into musical notation and played like a conventional instrument; unlike the "musique concrète" brigade, he's still composing with notes rather than sound. DJs use any sonic material they feel is appropriate and those involved in the *Remix* project seem very enthusiastic about their given source.

Johnathan More from Coldcut said that they had keyed into a computer every note from the written score of *Music for Eighteen Musicians* and then distilled what would have been 40 minutes of music down to six, adding techno

percussion and bass in the process. It must have been a mammoth task, but when asked what remixing actually added to the original he wasn't sure, apart from a transformation into a familiar, popular, dance-floor sound.

The Coldcut approach produces an arrangement of the music rather than a new piece. Other DJs have sampled whole chunks and made them their own, exactly as The Orb did in the late 1980s, turning a section of "Electric Counterpoint" into the hook line of "Little Fluffy Clouds".

Whatever the methodology, the outcome for Reich's music seems fudged, and this particular merger of pop and classical seems uneasy; it's not really his music, it doesn't really sound like his, but his name appears on the album sleeve. He seems to be attracted to tracks that maintain something of the original.

"I would particularly like to give a credit to Howie B because he took '8 Lines' and kept it in 5/8 and then in 10/8, which is really amazing. So

if you listen to it again, just start counting it out."

These irregular metres might well cause some minor discomfort on the dancefloor. Despite his formal training, Reich's early pieces sounded like nothing ever heard before: they were extreme, even dangerous, and on the rare occasions that his music was played on the radio, the switchboards were jammed with complaints. Now he is studied in university music departments the world over. His flirtation with popular music hasn't really produced anything new or engaging. *Remixed* sounds like regular pop dance music.

Reich's work doesn't need technological processing because his music has it already. Simply shifting it to the dancefloor has resulted in nothing that sounds as extraordinary and enthralling as "Revolution 9" did to the pop world more than 30 years ago.

Reich: Remixed is on Nonesuch Records. Sonic Arts Network can be found at <http://www.sonicartsnetwork.org>

Cheesy does it, Bob

COMEDY

BOB DOWNE
MILLFIELD THEATRE
EDMONTON, LONDON

YOU KNOW that thing we all do – making up silly voices and dances to accompany our favourite songs in the privacy of our own bedrooms? Well, Bob Downe does it, too – only live on stage in front of several hundred strangers. "The Windmills of Your Mind" sung with a keyboardist and jokey, cross-eyed intensity, anyone? You have got to admire someone so willing to risk mass humiliation.

Downe comes from a long and honourable tradition of one-joke wonders, comedians who have founded an entire career on a single schtick. Need I say more than Julian Clary? The trick is to find a joke strong enough to sustain the audience's attention for more than two and a half hours. And, perhaps surprisingly, Downe just about pulls it off.

There were some iffy moments in Downe's *Million Sellers* show on Sunday night. The temptation with this sort of act is always to fog the horse well beyond rigor mortis. Did we really require an interminable spoof spy sketch featuring a cod Polish stinger, Dusky Vespa? And the idea of Dusky's cousin, the Brazilian support act Pastel, doing Eurovision versions of indie chart hits was distinctly overplayed. By the time we had reached the European interpretation of "Hit Me With Your Rhythm Stick", we really had got the idea.

But the sheer panache with which Downe performs his naïf act carries you along. Anyone who can get a whooping round of applause each time he reappears in an increasingly nasty safari suit clearly has the audience onside.

From the too-white teeth down to the too-short trousers, Downe certainly has the light entertainment accoutrements to a T. For any comic performer, the devil is in the detail. He subtly rearranges his trousers before trying to hit the top notes, and he boasts a sculpted blond barnet which he scrupulously protects from naked flames.

As played by Australian performer Mark Teverow, Downe taps into the current vogue for character comedy, and he's at his most playful when pointing up the gap between act and actor.

Coming on at one point in an unbelievably tasteless outfit comprising a striped blue-and-cream golfing jumper tucked into brushed denim jeans, he observes that: "When you look good, you feel good about yourself. So by rights, I should top myself about now."

Downe embodies all those late 1990s buzz-words: camp, kitsch, tacky, cheesy. A self-conscious tribute to showbiz vacuity, he delivers the perfect post-modern show – ironic Easy Listening. Put another way, his whole act is a tale told by an idiot, full of sound and fury, signifying nothing.

JAMES RAMPTON

Bob Downe plays *Croydon Ashcroft Theatre* tonight (0181-688 9291). Then touring nationally to the end of April, including 13, 14 and 15 at the Bloomsbury Theatre, London (booking: 0171-383 3522)

One thing is certain: life isn't cheap

WHEN I was little, my family whiled away long car journeys with a game called "Up in the Attic". You had to invent and remember for each letter of the alphabet, strange items that might be found there.

The Franz family's attic, however, contains something considerably more exotic than an "armadillo", "kazoo", or the ever-present "X-ray machine". It contains the life of Victor Franz (Clive Mantle), twisted into bitterness through filial self-sacrifice; the demands of his wife (Susan

Wooldridge), longing for him to finally fulfil himself after 28 years with the NYPD; and a lot of furniture to be sold to sharp antiquities dealer Gregory Solomon (Bill Wallis). Oh, and being an Arthur Miller play, it contains a hefty dose of inter-brother conflict and the ghost of a father who made a resounding, even overwhelming impression on their lives.

The *Price* is a bleak sermon for those turning 50. It explores the shaping of lives through one simple, reiterated thought: "There's a price

THEATRE

THE PRICE
BRISTOL OLD VIC

to be paid". Wherever we are when we get to 50, be it a successful surgeon like Victor's brother, Walter (Malcolm Tierney), or a simple man like Victor who failed to fulfil his promise because of self-sacrifice, it is the result of what went before.

The decisions we make always mean that something must go by the

wayside – that is the price that has to be paid. It is a simple thought: perhaps too simple to sustain a full-length play on its own.

As a result, this is a play with two distinct parts, the first act dominated by Solomon, the fast-talking, elderly Jewish antique dealer, whom Wallis presents as a kosher Richard Attenborough. It is a marvellously written part, with ample opportunity for comedy interspersed with sharp slivers of pathos, and Wallis hammers at this Carrara marble script

like Michelangelo. It is a bravura performance, to which Mantle acts as little more than a feed.

The second act centres on fraternal conflict and the painful ripping off of emotional Band-aids. As the successful brother, Tierney slides mellifluously through the great rolling monologues, a gushing brook of language gliding from his lips with the smooth, Americanised refinement of Alistair Cooke. And then Mantle finally comes into his own in a bubble of rage whose impact is all

the greater for its stark contrast with his usual "gentle giant" persona.

The *Price* is not Miller's most moving or most thought-provoking piece. It makes its point about us being the product of the choices we have made with a dull grind rather than fireworks. But this production is a soundly crafted piece which can proudly display a sign saying "Actors At Work". It's solid, but not stolid.

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The ghost in the refrigerator

THE TROUBLE with lynchpin figures like Pearl, the recently-deceased matriarch in Dilys Rose's comic family drama, is the vacuum left by their departure. Relationships, needs and responsibilities must all be rejigged, new configurations sought for the individuals involved – in this case Pearl's husband, Hughie, and their three grown-up daughters. At the same time, the world carries on and has to be negotiated as normal – work done, shopping bought, children looked after – no matter how rawly alien life can feel following a loved one's death.

An inauspicious starting point for comedy, you might think, but one of Rose's key successes, in her first full-length play (after several short-

story and poetry collections), is that it synthesises often bitter paths with pungent, life-affirming humour, avoiding compromise to either. Opening on the evening following Pearl's funeral, with eldest daughter Peg urging her sisters to take home the left-over sandwiches, it immediately establishes food as an emotional and symbolic central motif. Not for nothing does Pearl, as outsized in figure as she was in personality, reappear to her youngest, Teenie, in the fridge, from where she periodically dispenses a mixture of practical wisdom and voluptuous paeans to the pleasures of eating. Food's connotations with motherhood, nourishment, comfort, desire and self-indulgence are thus harnessed as a semi-subliminal backdrop to

THEATRE

LEARNING THE PASO DOBLE
THE TRAVERSE
EDINBURGH

the play's more naturalistic treatment of these themes, be it middle daughter Dot's vanity about her size 10 figure, or Teenie's child-woman confusion between her need for consolation and her maturing sexuality.

Hughie, meanwhile, has to figure out how to be a widower, which of his wife's roles to let his daughters take over, and how to exert authority while needing their mothering. Phil McCall conveys this and more with a sagely modulated blend of intransigence, vulnerability and

histrionic grandstanding, scoring hearty laughs via knowing nods to caricature, but never sacrificing the man's dignity. His character also illuminates the subject of generational value shifts, with the bespoke tailoring skills of Hughie's former trade set against the Philippines-made wedding dresses Peg sells for a living.

Attention to detail, psychological realism and emotional conviction are well to the fore throughout most of Irene Macdougall's production for the Stellar Quines company, with Monica Gibb's Peg particularly affecting in her insistent, increasingly fraught efforts to keep up everyone else's spirits.

It might still sound like hackneyed domestic territory, if it weren't for the finely wrought

grit and sparkle of Rose's dialogue – her sure-footed leaps from the personal to the political, from saltiness to sensuality, and her language's colloquial vigour. The play isn't without its problems – some of the characters' relationships fail to convince, Dot's glacially disdainful demeanour is distinctly overdone, the ballroom-dancing metaphor a trifle obvious. The ghost-in-the-fridge device also leaves a few too many questions unanswered, but its basic, structural import – that an absence can be as powerful as a presence – is skilfully carried through and absorbingly explored.

SUE WILSON

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Child abuse has become one of the most abused of dramatic subjects. Why? Because playwrights have hijacked a serious and emotive topic and turned it into an all-too-easy device for the revelation of dark and tragic secrets. By Paul Taylor

The misuse of abuse

Claire Dowle's *Easy Access* has received just about the most flattering tribute a play of its type could be paid. Not, of course, any of the conventional gongs (an Olivier or Evening Standard Award), but a rare recognition of the sensitivity and incisive wit with which it analyses the parlous situation of a male prostitute, sexually abused in childhood by his father. First, the Samaritans invited Dowle to perform the piece at their annual conference; then the Family Support Unit in Bradford asked if they could use the play in their group-work with abused teenagers.

A signal compliment, given that most of what passes for art about child abuse in the theatre must be repugnant to these and similar organisations. Indeed, in the past decade or so, it would be hard to find a dramatic subject that has been more abused than abuse. The forthcoming revival of Dowle's 1997 play, in a new solo remix with video footage, and the premiere of a subtle and insightful Simon Gray play, *The Late Middle Classes*, set in the Fifties, about a 12-year-old boy caught between two types of oppressive, demanding love (from his mother and his platonically paedophile piano teacher) offer a heartening contrast and prompt the

Plays such as 'Anna Weiss' have gone in for indefensible special pleading on behalf of men



Clockwise from above: first production of Claire Dowle's 'Easy Access'; Paula Vogel's 'How I Learned to Drive'; Mike Cullen's 'Anna Weiss'

Geraint Lewis

by social workers of molesting his little daughter - actually made it into the West End. In this example of perky, feelgood abuse drama, it was clear from the start that it would have been about as feasible to charge Shirley Valentine with mass murder. But form and content here were at odds: to plead straightforward innocence in a solo drama is tantamount to claiming complete discretion in a whispering gallery.

Easy Access is characteristically canny in its use of monologue. The whole piece is enveloped in ambiguity and ends in a peculiar solo turn that queasily heightens this atmosphere. The crisis comes when the father, a café owner, lets a room to his new female helper and her little boy. Are Michael's manic plots to get rid of them evidence of anxiety on the child's behalf, or of jealousy, or both? As he argues, if the father interferes with this new boy, it will destroy his belief that their sexual relationship was special and prove that, even back then, he was what he afterwards became: meat on a rack.

Like David Spencer's *Killing The Cat* (1990) in which the protagonist has written a dubious novel about his sister's abuse by their father, *Easy Access* differs from most plays on this theme by incorporating a sense of uneasiness at its own devices. The video Michael is compiling is crucial here. In retaliation for his goading

What devastates the son in 'Easy Access' is that the father didn't realise what the sex meant to him

question: what considerations make the difference between an honourable, imaginative and genuinely dramatic treatment of the subject, and one that is opportunistic and exploitative?

The virtues of *Easy Access* are a handy index to the artistic vices and skewed simplifications in most examples of this genre. Bad dramatists (and, alas, quite a few good ones) are attracted to the topic because a protagonist's abused past lends itself to convenient misrepresentation as the One Total Explanation for her or his life, the play moving towards this portentous revelation with the inexorable progression of a whodunnit towards the murderer.

Often allied to this is the misguided notion that the female sex has the monopoly on victimhood. Sarah Daniels' *Beside Herself*, an early example of Nineties abuse drama, had a powerful central image: as she went through the motions of her middle-class, go-gooding existence, the fifty-something heroine was orbited and monitored by an anorexic young wife. This was her repressed, vengeful, sexually abused self, who repeatedly mocked the older woman for her emolence. But as the alter-ego's name - Eve - all too clearly indicated, the play had archetypal, gender-exclusive notions of victimisation.

Alternatively, plays have gone in for equally indefensible special pleading on behalf of men, as in *Anna Weiss*, Mike Cullen's drama about the effects of "recovered memory", where the confrontation



between obsessed therapist and accused father has the same - almost cry-cry-out - veiled misogynistic imbalance of that between accused professor and fanatical female student in *Oleanna*.

Dowle, one of the pioneers of "stand-up theatre" (in such pieces as *Why Is John Lennon Wearing A Skirt?*), says that "anything presented as black-and-white annoys me". Her central character is therefore not only male, but drawn from one of the less sentimental areas of masculinity: the ageing rent boy.

The structure, too, is unconventional. Even plays with a liberal-minded agenda, such as Paula

Vogel's recent Pulitzer Prize-winning *How I Learned to Drive* - where the driving lessons an uncle gives his young niece become an ambiguous image of empowerment, sexual temptation and suggested complicity - can't resist imparting an illicit thrill by working back to the Fateful Initiatory Moment. Vogel tries to cover herself with a double time-scheme, simultaneously moving backwards to the First Lesson and forwards to the Adult Show-down, but you still come out feeling faintly soiled.

Easy Access, while having a strong and necessary sexual charge, eschews that cheap brand of titillation.

A painful progression to knowledge is indeed charted in the play, which follows Michael as he assembles a video diary of his life as a male prostitute. But here it is from the loving illusions he harbours about his father at the start - arguing with a jaunty defensiveness to the camera that "I'd hate to fall out with him over something as meaningless as sex" - to the growing desperate realisation of the way he has been duped and damaged.

The abuse started when he was six, after father and son were abandoned by the mother and one of the most pitiable admissions in the piece is Michael's recollection that

it felt worse when it stopped. "It was just like it had never happened in the first place... I thought he was mad at me, or didn't love me any more."

Unlike the character Gary, another abused renter who proselytises for dumping wayward dads, the play sympathises with Michael's need for paternal affection, while demonstrating - in creepy fantasy moments where the father erotically replaces Michael's current sexual partners - how the abuse has, for the younger man, debased the currency of loving exchange.

Monologues, with their built-in knack of presenting the world from the speaker's distorted, partial per-

spective, might seem a form particularly suited to abuse drama, with its slippery overlappings of reliable and unreliable witnesses. But for every success in this line (Alan Bennett's stringently compassionate solo piece for a paedophile, *Playing Sandwiches*, or Bryony Lavery's *Frozen*, which artfully moves from monologue to dialogue as it steers a serial childkiller and the mother of one of his victims into a superbly testing confrontation), there are at least a couple of stinkers that jettison any equivocality.

Dennis Lumbour's *One Fine Day* - in which Joe McGann played a likeable Scouser unjustly accused

suspicious - whether they be true or false - the father steals the footage and edits it so that it is reduced to a monologuing string of moments in which Michael, sometimes in the company of children, is made to look like a sinister and potential perpetrator, and his previous behaviour an elaborate rationalisation of this urge.

The systematic removal of ambiguity from that video ironically serves to complicate our sense of the twisted power mechanisms between father and son. It follows that the best drama about abuse, while making quite clear that the act itself is evil, should not simplify a sense of the complex reciprocities in the adult/child relationship. Nor should it pretend that the balance of inequalities is always tilted in the one direction. What is devastating to Michael in *Easy Access* is the fact that his father failed to realise what the sex meant to him. For the older man, it was a phase; for Michael, the centre of life.

And what is devastating to the platonically paedophile in Simon Gray's *The Late Middle Classes* is that the boy-muse remains fundamentally unaware of the painful significance he held for this stricken adult. It is only by being scrupulous about the many varieties of injury that drama can tackle the subject of abuse without artistically violating it.

'Easy Access' is at the New End, London NW3 from 22 Apr-15 May. 0171-794 0022. 'The Late Middle Classes' is at Watford Palace Theatre to 10 Apr. 01923 225 671

ON THE FRINGE

ONE SEZ THIS THEN THE OTHER SEZ THAT TRISTAN BATES THEATRE, LONDON ■ STONE GODDESS TRISTAN BATES ■ MAURICE BLOOMSBURY THEATRE, LONDON

THERE'S A disarming lack of polish to *One Sez This Then The Other Sez That*, David Halliwell's 50-minute amalgam of extracts from a forthcoming play. It's so rare to see something unfinished that watching it feels conspiratorial: every reaction, whether a laugh or a slightly bored cough, might be a signal to the writer that the dialogue works or should be changed.

Halliwell has recently enjoyed capacity West End audiences, thanks to Ewan McGregor's enterprising appearance in *Little Malcolm*, so it's bizarre that he decided to present these snippets to a slim audience in one of London's tiniest fringe venues. When complete, the tentatively titled *Brothers in Arms* will play in the Bush Theatre; the intimation of apprehension behind Halliwell's desire to test the water first adds to the sense of reciprocity.

Such camaraderie is in little evidence in the play, which is a surreal dance through numerous overlapping conversations. Here, communication isn't an exchange

of ideas but a battle to be heard. Afforded a fluidity by Jill Howson and Philip Ralph's light performances, the pronouncements on love, loneliness, bodily functions and the subconscious are rarely singular, but have a homely, moving humour.

Apparently, in its original Italian, Luigi Pirandello's *Diana e la Tuda* has a similar structure to Halliwell's work in progress: instead of talking, the characters deliver enigmatic statements, many of which they abandon still incomplete. The resulting ambiguity of theme and plot is awkwardly handled in A Star Danced theatre company's heavy-handed production.

Translated (and directed) by Katharine Bailey Chubb, the English premiere of *Stone Goddess* is an excessively serious period melodrama. Weighty words like torture, suffering, agony and revenge ricochet through it, but have all the effect of a toy gun firing blanks.

Tuda, a professional artist's

muse, flits between a bad painter, an obsessive sculptor and his antagonistic mentor until it transpires that a statue of Diana for which she has been modelling has been sucking the life from her.

This is an intriguing premise, one of many thought-provoking theories that Pirandello expounds in a series of paradoxical conflicts. Age - as represented by solemn, retired sculptor Giuncano - envies youth, fears death and condemns the false immortality of art. That immortality is precisely what his protégé Dossi craves, as he devotes his own youth to outshining beauty by carving one definitive, exquisite work of art.

Pirandello subtly intertwines several battles of wills: between the artists, their models, even between the goddesses Venus, who granted life to Pygmalion's statue, and Diana, mythology's defiantly unique eternal virgin, whom Dossi zealously celebrates. However, the stilted translation and some superficial acting struggle to convey these arguments, settling instead for

tacky histrionics. Victoria Duarri's affable Tuda doesn't quite make the transition from frivolous imp to tragic heroine, and her passionate struggle against Zena Khan's brisk Sarah, not to mention Dossi's vindictive creation, is confusing rather than convincing.

Classical antiquity also overshadows Snap Theatre Company's liberal but surprisingly likeable adaptation of EM Forster's *Maurice*. The action circles around a chipped Grecian male statue, which balances precariously over the protagonists' heads. It's portentously lit and absurdly emblematic, but manages to convey the sense of history and society weighing down on these "unspeakables of the Oscar Wilde sort".

The production has manifold faults. Director Andy Graham betrays an alarming fondness for diagrammatical blocking that litters the stage with characters, not always to great purpose. Scene changes are even more distracting, fussily choreographed by Lisa Turner so that the

actors waltz on stage with chairs.

Some of the performances are disconcerting, not least Adam Astill's Maurice, who plunges into a petulant whine every time he is reminded that he has no place in society and that even the man he loves has decided to "become normal".

It's testament to the thrilling power of Forster's belief in love that, despite these weaknesses, the play gleams with a voluptuous romanticism. It's delightful to watch Maurice and Glyn Morgan's prosaic Scudder scuppering the ridiculous concept of noble Platonic homosexuality and declaring their love for each other through a hilarious stream of euphemisms - and would Forster have asked for more than that?

MADDY COSTA

'One Sez This Then The Other Sez That' to 17 Apr: 'Stone Goddess', to 24 Apr - both at Tristan Bates Theatre, London WC2 (0171-240 3940); 'Maurice', Bloomsbury Theatre, London WC1 (0171-388 8822) to Sat

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MARY MURRAY IS PRIVATE SECRETARY TO THE ARCHBISHOP OF YORK

I have been private secretary to the Archbishop of York for 10 years – six for John Habgood and the last four for Dr David Hope. Before starting here at Bishopthorpe Palace I worked for a variety of companies. In the Sixties I did secretarial work for the BBC, Habitat, Terence Conran, and the trade unionist Clive Jenkins.

I moved from London to Yorkshire initially because my husband found a job here, but when I saw the advertisement for this vacancy I thought it sounded fascinating. Religion was very much on my mind at the time, and I felt as if God had pushed me into applying. I didn't actually become religious until I was in my thirties, which was when I had a religious experience. I had this feeling that God was around, an almost annoying presence – well, I shouldn't really say that because I'll probably get lots of bishops phoning me up to complain. It was more of a constant presence. These feelings started happening all of a sudden, completely out of the blue.

When I applied for the job I thought that the Palace would be really old-fashioned, with everyone sitting on stools and writing with quill pens, and I was slightly dreading it. When I arrived I found it was very modern, everyone had computers. And I think other people still have similar perceptions of the place; they ask me if I'm on e-mail and then act really surprised when they find that I am. My role is also very different from what I had anticipated: I thought it would be purely secretarial, but I'm really a manager and adviser as well as an administrator. In a way, I've been given the freedom to develop the role.

When I heard that David Hope

was joining I was very glad; he was the Bishop of London and I expected him to be rather holy, wise, patient and kind. I wanted him to come here because I knew he would be good at the job, but what I didn't expect was that he would be able to make me laugh – and he does. He told us that we all had to give up eating biscuits for Lent, and then we found him trying to sneak one or two when he thought we weren't looking. By nature, he's a funny man and I think this helps him in dealing with the stress of the job.

We have always worked well together and still do. We don't always

'The Bishop told us we had to give up biscuits for Lent – then we caught him sneaking one or two'

agree: he's from York and I'm from Lancashire, so it's a little bit like the War of the Roses. When we disagree, I think it's the Yorkshire in him.

I think many of my friends were flabbergasted that I could do this job, and at times it's very daunting. It's a major responsibility working for someone who holds such a senior role in the Church of England, but you have to be a normal person like he is. I think the ability to listen, to do three things at once, and to be tactful but firm are all important in this role. When there is a political situation or controversy in the press, as there was recently over the Archbishop's views on female bishops, my job is affected only by the increased number of e-mails, letters and calls.

The Archbishop has a press officer who takes the pressure off. When members of the public ring up and demand to see the Archbishop, you have to be quite firm. A lot of them seem to think he has nothing to do all day. I have to listen to them, and I think it helps.

I haven't had any formal training for this job, apart from bringing up my two children, Olivia, 22 and Laura, 20. They tease me to death, saying: "You may be the Archbishop's secretary, but what's for tea?"

I really enjoy my job because no one day is like another; you could be managing the properties we own or attending to the grounds, looking after staff or health and safety matters. I have to be a brilliant organiser because there are receptions, dinners, visits and also the Archbishop's diary to organise.

I'm quite strict about the hours I work (nine to five): I have a family and I don't think anyone is any good after five o'clock. I only stay late if there is a holiday coming up and it gets quite busy. The Archbishop goes on retreat at Easter, and arrangements have to be made for Easter messages in the press. Managing the budget is the hardest part – it's not easy to find the right suppliers. Because it's the Church, you have to make it clear that you're not a fool in these matters.

I feel that perhaps I've come as far as I can. There are only two jobs like this in the country, and even the Archbishop of Canterbury's PA has a very different role from me. They have 50 members of staff and we have 15. I would like to stay until my retirement. The staff get on very well. Last week we all went out to the local pub, and I think the Archbishop would have come with us if he hadn't been away.

INTERVIEW BY DAISY PRICE



Mary Murray: 'I felt as if God had pushed me into applying for the post'

Kippa Matthews

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Or e-mail: jsteph@indigo.ie

The liars, the glitches and the man in the wardrobe

WELL, I wouldn't exactly say that I've a new-found respect for estate agents, but I certainly understand that they have more to contend with than I thought before. But then again, they are completely unscrupulous in how they exploit those things they have to put up with.

There's the Canadian client, Mr Hands, for instance. I thought initially that this really was his name, until I was checking the appointment book while I knew Caroline was out with him to find that it was actually McLaren. He's known among my posh young bosses as Hands because he can't keep them to himself: McLaren is a serial groper.

Caroline and Candida are constantly complaining. "Gurrd, Hands got me full on the arse today..."

"...brushed up against my breast yesterday, on the pretext of opening a kitchen cupboard door. As if he's ever shown the remotest interest in the kitchen before..." "...actually asked me if I'd like to test the power-shower with him on Monday". What they don't do, however, is get Charlie or Henry to take over for them when Hands is on the rampage.

Hands, you see, has over a million pounds to spend, and the good folk at



THE TEMP

Investment Estates reckon he's more likely to spend it with them if he gets to have his little thrills while he's looking.

Henry and Charlie, meanwhile, play adoptive son and seducer: by the time a potential female client finishes reading the details of ferociously expensive flats ("Studio: room 3.2m x 3.1m, kitchenette, bathroom, close to Harrods, £178k") and pushes the door open, she has already been sized up and the one they judge best equipped to charm is already waiting to leap up from his desk and offer her a cup of coffee.

Henry has a floppy fringe reminiscent of a loyal dog, and would tug at the heartstrings of anyone who grew up on the land. Charlie has that slightly mean look of Ralph Fiennes in *The English Patient*: not my type by any means, but where Kristin Scott Thomas goes the rest of the toffs will most likely follow, and it's almost embarrassing to see how the navy-clad

chappesses will brighten up at his approach.

So the skill of estate agency is not, it seems, in putting the right price on the right property, matching individuals with what they need, or being able to tell a doozy when you see one, but in a combination of charm, ignoring requests and scattergun tactics.

If a client wants to see properties under £175,000, they will be shown everything under £225,000; if a client thinks that their house is worth £450,000, Henry or Charlie will persuade them to add another £30-40,000, even if it means waiting until the house market has caught up to sell it. And everyone, whatever their wishes, has to be shown the flat in Pelham Street, the one over the top of the Tube line, which has been on their hands for the past 18 months. "Look," says Candida, "you can't sell a property without people seeing it. And someone might impulse-buy it as an investment."

"Yah," adds Caroline, "or we might hit paydirt with some dreadful little old who wants a smart address and doesn't know the difference." They teach you a lot about respect at public school, it seems.

Oh, but there's a further skill, and that's the skill of

covering things up. "You've no idea," says Caroline. "Sometimes you go in to a flat and find that they've not even bothered to wash up the breakfast. Knickers all over the bedroom floors, overflowing ashtrays. I have to scoot round ahead of people, checking round doors. You've no idea."

So what's the worst thing you've ever come across, I ask. "Not much more than a bathroom where the client had obviously had a bit much to drink the night before," says Caroline. "But Henry had a great one a few months ago. Do tell her, Henry."

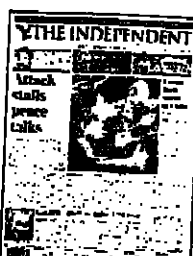
"Oh, yah," says Henry, getting up and checking his fringe in the window. "Amazing. Coleherne Court. Flat had been on the market a few months, not much movement, but I had some people who wanted a second look. Went round on a Saturday morning, opened the bedroom wardrobe and found the client trussed up like a pheasant, unconscious, gag in his mouth."

"What? My God! What did you do?"

"Well, naturally, I scooped him back in there straight away," says Henry, "and said I couldn't find the key. Something like that would have completely bugged any chance of a sale."

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WEDNESDAY RADIO

RADIO 1
(97.5-99.5MHz FM)
6.30 Zoe Ball. 9.00 Kevin Greening.
12.00 Jo Whiley. 2.00 Mark Radcliffe. 4.00 Chris Moyles. 5.45 Newsbeat. 6.00 Dave Pearce. 8.00 Steve Lamacq - The Evening Session. 10.00 Movie Update with Mark Kermode. 10.30 John Peel. 12.00 Gilles Peterson. 2.00 Clive Warren. 4.00 - 6.30 Scott Mills.

RADIO 2
(88-90.2MHz FM)
6.00 Sarah Kennedy. 7.30 Wake Up to Wogan. 9.30 Ken Bruce. 12.00 Jimmy Young. 2.00 Ed Stewart. 5.05 Johnnie Walker. 7.00 Nick Barakou. 8.00 Mike Harding. 9.00 The Andy Peebles Soul Show. 10.00 Tom Paxton - Still Ramblin'. 10.30 Richard Allinson. 12.00 Mo Dutta. 3.00 - 4.00 Alex Lester.

RADIO 3
(90.2-92.4MHz FM)
6.00 On Air. 9.00 Masterworks. 10.30 The Art of the Week. 11.00 Sound Stories. 12.00 Proms Composer of the Week: Britten. (R) 1.00 The Radio 3 Lunchtime Concert. (R) 2.00 The BBC Orchestras. 4.00 Choral Evensong. 5.00 In Tune. 7.30 Performance on 3. The National Youth Orchestra of Great Britain begin their Easter tour with an all-Britain programme at London's Barbican Hall. Presented by Tommy Pearson. National Youth Orchestra of Great Britain/Jadeola. Laidor. The Enchanted Lake. Rachmaninov: Symphony No 3 in a minor. 8.20 Book of the Month. An extended review of one of the month's most interesting new publications. This edition considers the latest book by an art historian widely regarded as one of the most distinguished and original writing today. T. J. Clark's book *Farwell to an Idea: Episodes from a History of Modernism* considers whether modernism and socialism died together. 8.40 Concert, part 2. Musorgsky, orch. Ravel: Pictures at an Exhibition. 9.35 Postscript. Five explorations by Ian Christie of how cinema has continued the literary and visual tradition of apocalypses. 3. Living with the Bomb. The threat of nuclear annihilation, linked with the tensions of the Cold War, encouraged a new apocalyptic fear in the 50s and 60s which included popular science-fiction catastrophe and horror movies as well as anguished meditations on morality and Bergman's influential evocation of medieval apocalyptic in *The Seventh Seal*. See *Pick of the Day*. 10.00 The Piano. Return of the weekly series in which Peter Lane investigates the world of the piano past and present. 'On This Day'. Some of the legendary concerts of the past 50 years, with performances by Vladimir Horowitz, Sviatoslav Richter, Jorge Bolet, Dinu Lipatti, Martha Argerich, Yevgeny Kissin and Arcadi Volodos. 11.00 Night Waves. Patrick Wright presents the arts and culture magazine with discussion and review, including Bill Buford of the New Yorker with his regular letter on cultural life across the Atlantic. 11.30 Jazz Notes. 12.00 - 6.00 Through the Night.

RADIO 4
(92.4-94.5MHz FM)
6.00 Today. 9.00 NEWS; Midweek. 9.45 Serial: Just William (-) the 80th Anniversary. 10.00 NEWS; Women's Hour. 11.00 NEWS; Africans Abroad. 11.30 Supermarket Kisses. 12.00 NEWS; You and Yours. 12.57 Weather. 1.00 The World at One. 1.30 Inspiration. 2.00 NEWS; The Archers. 2.45 Afternoon Play: Etiquette.

RADIO 5
(93.7-95.0MHz FM)
6.00 Today. 9.00 NEWS; Midweek. 9.45 Serial: Just William (-) the 80th Anniversary. 10.00 NEWS; Women's Hour. 11.00 NEWS; Africans Abroad. 11.30 Supermarket Kisses. 12.00 NEWS; You and Yours. 12.57 Weather. 1.00 The World at One. 1.30 Inspiration. 2.00 NEWS; The Archers. 2.45 Afternoon Play: Etiquette.

PICK OF THE DAY

THERE HAS been so much publicity for this year's Reith Lectures (8pm R4), it's as if the BBC is demonstrating the need for protectionism in the face of the runaway globalisation that Anthony Giddens, director of the London School of Economics, has chosen as his subject. Although there are some vivid descriptions of the technological changes revolutionising interactions of

every kind, the opening lecture is surprisingly windy. In *Postscript* (9.35pm R3), Professor Ian Christie continues his look at how cinema has given a new currency to the age-old theme of apocalypse. Today, he analyses how the post-war threat of nuclear annihilation was represented on celluloid, with reference to *The Seventh Seal*. DOMINIC CAVENTISH



Tracey Logan traces the evolution these new musical species.

3.00 NEWS; Gardeners' Question Time. 3.30 What's Yours is Mine. (R) 3.45 This Sceptred Isle. (R) 4.00 NEWS; Four Walls. 4.30 Case Notes. 5.00 PM. 5.57 Weather. 6.00 Six O'Clock News. 6.30 King Street Junior. (R) 7.00 NEWS; The Archers. 7.25 Front Row. Mark Lawson with the arts programme, including the first-visit verdict on 'Mamma Mia!', the new show based on the songs of Abba. 7.45 Diary of a Provincial Lady. By E. M. Delafield, dramatised by Jane Rogers. The everyday 30s journey of a cook to run a house, a husband, a cow, a nanny, two children, bothersome neighbours, irritating relatives, and still manage to keep your sanity and your green fingers. With Imelda Staunton and Richard Hope. Director Clive Giff. (3/5). 8.00 NEWS; The 1999 Reith Lectures. Five lectures about globalisation given by Anthony Giddens, director of the London School of Economics. For the first time the lectures are broadcast from around the world and given before an invited audience who will join in the discussion. Melvyn Bragg is in the chair at the Royal Institution in London. 1. 'Globalisation'. See *Pick of the Day*. 9.00 NEWS; From Digits to Divas. Where once room-sized computers piped a few stilted tones, now scientists have developed machines that are able to mimic the human voice.

Tracey Logan traces the evolution these new musical species. 9.30 Midweek. Libby Purves and guests engage in lively conversation. 10.00 The World Tonight. With Robin Lustig. 10.45 Book at Bedtime: Archangel. Robert Harris's bestselling thriller is read by Alan Howard. In an abandoned Moscow garden, Fluke Kelsa finds the spot where Papa Rapava buried Stalin's notebook in 1953 (3/10). 11.00 NEWS; Old Harry's Game. Andy Hamilton's award-winning six-part comedy series, set in Hall 3: 'A Four-Letter Word'. A new arrival parades Satan to remake 'Casablanca' with Bogart, Bergman and a mutant alien. With James Groux and Jimmy Mulville. 11.30 I'm Glad You Asked Me That. 12.00 News. 12.30 The Late Book: Earthly Joys. 12.48 Shipping Forecast. 1.00 As World Service. 5.30 World News. 5.35 Shipping Forecast. 5.40 Inshore Forecast. 5.45 Prayer for the Day. 5.47 - 6.00 Farming Today.

RADIO 4 LW

(98kHz)
9.45 - 10.00 Daily Service. 12.00 - 12.04 News Headlines; Shipping Forecast. 5.54 - 5.57 Shipping Forecast. RADIO 5 LIVE (693, 909kHz MW)
6.00 Breakfast. 9.00 Nicky Campbell. 12.00 The Midday News.

SATELLITE AND CABLE

PICK OF THE DAY

THE GOVERNMENT may not like his politics, but Sean Connery (right) remains one of the most popular actors we have ever produced. In the 1970s, he went through a period where he tried to shake off what he called "that damn James Bond" by going in for more alternative films. *Zardoz* (10pm Sky Cinema), written and directed by John Boorman, is a good example. In this unusual sci-fi story set in 2293, the earth has been reduced

to a wasteland. Connery plays a "Brutal" who vows vengeance after he is exploited by the more intelligent "Extremists". The unlikely combination of Charlotte Rampling, soon to be seen as Miss Havisham in the BBC's new reading of *Great Expectations*, and John Alderton co-star. Warning up for the World Cup, England take on the formidable Pakistan in Coca-Cola Cup Cricket (12noon Sky Sports 2).



JAMES RAMPTON

SKY PREMIER
6.00 Charlie's Ghost Story (1994) (6222). 8.00 Casper: A Spirited Beginning (1997) (6107). 10.00 A Pig's Tale (1995) (2517). 12.00 Charlie's Ghost Story (1994) (5755). 2.00 Hello Again (1987) (8620). 4.00 Casper: A Spirited Beginning (1997) (6107). 6.00 A Pig's Tale (1995) (2517). 8.00 The Chamber (1998) (8012). 10.00 Air Force One (1997) (8376). 12.05 Diabolique (1996) (8823). 1.55 Summer of Fear (1996) (1424). 3.30 - 6.00 The Hunter (1987) (4757).
SKY MOVIE MAX
7.00 Snowboard Academy (1997) (8076). 9.00 Playing to Win (1997) (5623). 11.00 Cosmic Shock (1997) (5013). 1.00 Snowboard Academy (1997) (8076). 3.00 Playing to Win (1997) (5623). 5.00 Cosmic Shock (1997) (5013). 7.00 The Rockford Files - If the Frame Fits (1996) (2855). 9.00 Space Truckers (1997) (3456). 11.00 Shadow Conspiracy (1997) (3357). 12.45 Defenders: The Payback (1997) (4986). 2.25 The Truth about Cats and Dogs (1998) (7837). 4.05 Her Deadly Rival (1995) (8953). 5.40 - 7.00 The Rockford Files - If the Frame Fits (1996) (2855).
SKY CINEMA
4.00 Sons of the Desert (1934) (7229). 6.00 Tarzan and the Green Goddess (1933) (8022). 7.25 My Fair Lady (1964) (8785). 10.00 Zardoz (1973) (7749). See *Pick of the Day*. 11.50 Bandy Adventures of Tom Jones (1978) (7073). 1.25 Three Hours to Kill (1954) (3549). 2.45 The Rainbow (1989) (3452). 4.40 Anne of Green Gables (1934) (4735). 5.55 Close.
FILMFOUR
6.00 Kiss (1966) (8522). 8.00 French Kiss (1995) (8540). 10.00 The Driver (1978) (3153). 11.40 La Cérise Rouge (1971) (2276). 12.00 Maurice (1987) (2537). 4.15 - 6.00 Another Country (1984) (7533).
DISCOVERY CHANNEL
4.00 Rex Hunt (1982). 4.30 The Dice Man (1992). 5.00 Best of British (1997). 6.00 Wildlife SOS (1998). 6.30 Untamed Amazonia (1997). 7.30 Flightline (1997). 8.00 Lost Treasures of the Ancient World (1996). 9.00 Super-trains (1994). 10.30 Three Gorges - The Biggest Dam in the World (1997). 11.00 Machines That Won the War (1995). 12.00 Konkordis (1997). 1.00 Flightline (1997). 2.00 Close.

SKY ONE
7.00 Count Duckula (1994). 7.30 Grimmy (1992). 8.00 Earthworm Jim (1992). 8.30 Godzillaz (1997). 9.00 Pokémon (1997). 9.30 Simpsons (1990). 10.00 Shadow Riders (1994). 10.30 Xena (1997). 11.00 Hidden City (1997). 12.00 Tarzan (1992). 1.00 Mad about You (1995). 1.30 Jeopardy (1992). 2.00 Sally Jessy Raphael (1971). 2.30 Jerry Jones (1974). 3.00 Pokémon (1997). 4.30 Shadow Riders (1994). 5.00 Voyager (1995). 6.00 American Dumbest Criminals (1992). 6.30 Friends (1994). 7.00 The Simpsons (1987). 7.30 The Simpsons (1987). 8.00 Mortal Kombat (1993). 9.00 X-Files (1995). 10.00 Miami Uncovered (1992). 11.00 Friends (1993). 11.30 Voyager (1995). 12.30 Law and Order (1992). 1.30 - 7.00 Long Play (1973).
SKY SPORTS 1
7.00 Sports Centre (1995). 7.25 WWF (1994). 8.25 You're on (1994). 9.00 Racing (1991). 9.30 Aerobics (1984). 10.00 Golf (1991). 11.00 Scottish Football (1994). 12.00 Aerobics (1984). 1.00 Super League: Halifax vs Salford (1997). 2.00 Golf (1993). 3.00 Inside Sports: Bramble vs Manchi (1991). 5.00 WWF (1995). 6.00 Sports Centre (1995). 6.30 Boxing (1994). 7.00 Rugby League World Cup (1995). 7.30 Rugby (1994). 8.00 Trans World Sport (1997). 10.00 Sports Centre (1995). 10.25 You're on (1994). 11.00 Boxing (1994). 11.30 Motor Sport (1995).
SKY SPORTS 2
7.00 Sports Centre (1995). 7.25 WWF (1994). 8.25 You're on (1994). 9.00 Racing (1991). 9.30 Aerobics (1984). 10.00 Golf (1991). 11.00 Scottish Football (1994). 12.00 Aerobics (1984). 1.00 Super League: Halifax vs Salford (1997). 2.00 Golf (1993). 3.00 Inside Sports: Bramble vs Manchi (1991). 5.00 WWF (1995). 6.00 Sports Centre (1995). 6.30 Boxing (1994). 7.00 Rugby League World Cup (1995). 7.30 Rugby (1994). 8.00 Trans World Sport (1997). 10.00 Sports Centre (1995). 10.25 You're on (1994). 11.00 Boxing (1994). 11.30 Motor Sport (1995).
SKY SPORTS 3
7.00 Sports Centre (1995). 7.25 WWF (1994). 8.25 You're on (1994). 9.00 Racing (1991). 9.30 Aerobics (1984). 10.00 Golf (1991). 11.00 Scottish Football (1994). 12.00 Aerobics (1984). 1.00 Super League: Halifax vs Salford (1997). 2.00 Golf (1993). 3.00 Inside Sports: Bramble vs Manchi (1991). 5.00 WWF (1995). 6.00 Sports Centre (1995). 6.30 Boxing (1994). 7.00 Rugby League World Cup (1995). 7.30 Rugby (1994). 8.00 Trans World Sport (1997). 10.00 Sports Centre (1995). 10.25 You're on (1994). 11.00 Boxing (1994). 11.30 Motor Sport (1995).

6.00 Cycling (1985). 6.30 Curling (1990). 6.30 Start Your Engines (1993). 6.30 Football (1994). 11.30 Start Your Engines (1993). 12.30 Close.
UK GOLD
7.00 Crossroads (1993). 7.30 Neighbours (1993). 7.55 EastEnders (1993). 8.00 The Bill (1993). 8.30 The Bill (1993). 9.00 House of Eliot (1993). 9.30 Rhoda (1975). 10.00 Dallas (1993). 11.55 Neighbours (1993). 12.25 EastEnders (1993). 1.00 Bugs (1993). 2.00 Dallas (1993). 2.55 Bill (1993). 3.25 Bill (1993). 3.55 EastEnders (1993). 4.30 Rhoda (1975). 5.00 All Creatures (1993). 6.00 Dynasty (1993). 7.00 Ever Decreasing Circles (1993). 7.40 Last of the Summer Wine (1993). 8.20 Dads Army (1977). 9.00 Men Behaving Badly (1993). 9.40 Men Behaving Badly (1993). 10.20 Harriett Maben (1993). 11.25 Bill (1993). 11.55 Neighbours (1993). 12.25 Between the Lines (1993). 1.25 Dads Army (1977). 2.00 Men from Auntie (1993). 3.00 - 7.00 Shopping (1993).
LIVING
6.00 Cant Cook, Won't Cook (1993). 7.00 Pro-Flexy Bubble (1993). 7.25 Callu (1993). 7.30 Polka Dot (1977). 7.40 Johnson (1993). 7.50 Babalos (1993). 7.55 Parenting (1993). 8.00 Barney (1993). 8.25 My Zoo (1993).
WESTCOUNTRY
As Carlton except: 10.30 Film: Slam Dunk. Ernest. Jim Varney's magic trainers help him make the grade in basketball. Simple-minded slapstick aimed at youngsters. With Cyk Cozart, Miguel A. Nunez Jr (1993). 12.15 Westcountry News (1993). 12.27 Westcountry News (1993). 12.30 Peter Gorton for Starters (1993). 12.35 Westcountry News (1993). 12.40 Peter Gorton for Starters (1993). 12.45 Westcountry News (1993). 12.50 Peter Gorton for Starters (1993). 12.55 Westcountry News (1993). 1.00 Peter Gorton for Starters (1993). 1.05 Westcountry News (1993). 1.10 Peter Gorton for Starters (1993). 1.15 Westcountry News (1993). 1.20 Peter Gorton for Starters (1993). 1.25 Westcountry News (1993). 1.30 Peter Gorton for Starters (1993). 1.35 Westcountry News (1993). 1.40 Peter Gorton for Starters (1993). 1.45 Westcountry News (1993). 1.50 Peter Gorton for Starters (1993). 1.55 Westcountry News (1993). 2.00 Peter Gorton for Starters (1993). 2.05 Westcountry News (1993). 2.10 Peter Gorton for Starters (1993). 2.15 Westcountry News (1993). 2.20 Peter Gorton for Starters (1993). 2.25 Westcountry News (1993). 2.30 Peter Gorton for Starters (1993). 2.35 Westcountry News (1993). 2.40 Peter Gorton 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